

Safety Report

September 2024



Safety@Grant



Our Commitment to Safety

*We believe that a safe workplace and community is founded upon an environment where **all voices can and will speak up, ask questions, and be heard without reprisal.***

We will provide and maintain the proper training, tools, job layout, equipment and employees to perform work safely.

Injuries Reported

Date	Body Part	Description & Response
8/1	Elbow	<p style="text-align: center;">Hurt & Infected Elbow</p> <p>Employee was working in fiber reel yard, tripped and fell on elbow. Reminder to maintain situational awareness and keep eyes on path. Great example of reporting as minor injuries can worsen over time. This injury did worsen and became infected. Employee received medical attention.</p>
8/1	Left arm/shoulder	<p style="text-align: center;">Sore Arm/Shoulder</p> <p>Employee was pulling the lasher through a backlot line and had to navigate through brush and burnt objects. Employee's foot caught on a branch, and they fell forward, catching themselves with their left arm. Left arm/shoulder are a little sore. Reminder to maintain situational awareness and keep eyes on path. Great example of reporting as minor injuries can worsen over time.</p>
8/7	Finger	<p style="text-align: center;">Cuts to Finger (Employee & Contractor)</p> <p>While out in the field while gathering materials a contractor and an employee at separate times alerted an employee (team lead) that they needed first aid for cuts. Team lead provided first aid kit and handed them necessary first aid to clean and bandage cut. Both individuals returned to the field after caring for wound and team lead checked on individuals throughout rest of day. Both stated they " were fine".</p>

Injuries Reported

Date	Body Part	Description & Response
8/13	Right Shoulder	<p style="text-align: center;">Pain in Right Shoulder</p> <p>Employee was pulling a box of insulation and felt a sharp pain in their right shoulder. A good example of reporting an injury no matter the significance. A reminder to evaluate the method of hauling large objects that pose the possibility of causing an injury.</p>
8/13	Elbow Pain	<p style="text-align: center;">Elbow Pain</p> <p>After hand pushing Ug wire down a riser to a moped, employee started feeling pain around the outer part of the elbow which then spread down to the forearm. Employee states they have difficulties gripping objects and performing simple tasks like turning a doorknob. Reminder to utilize mechanical equipment whenever possible or rotate the repetitive task between multiple workers.</p>
8/20	Right Knee	<p style="text-align: center;">Hurt Knee</p> <p>Employee knelt down onto right knee looking for a dropped screw. Upon standing up, employee felt a sharp pain on the inner part of their right knee. Great reminder to submit a CR for any injury. Safety has been in contact with the employee and will follow up and monitor.</p>

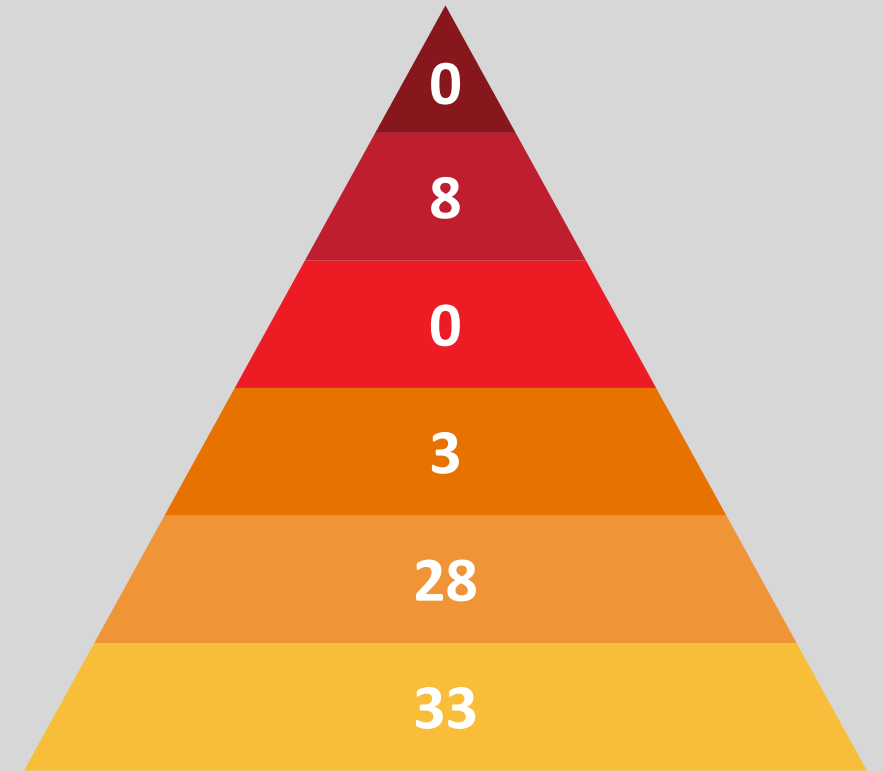
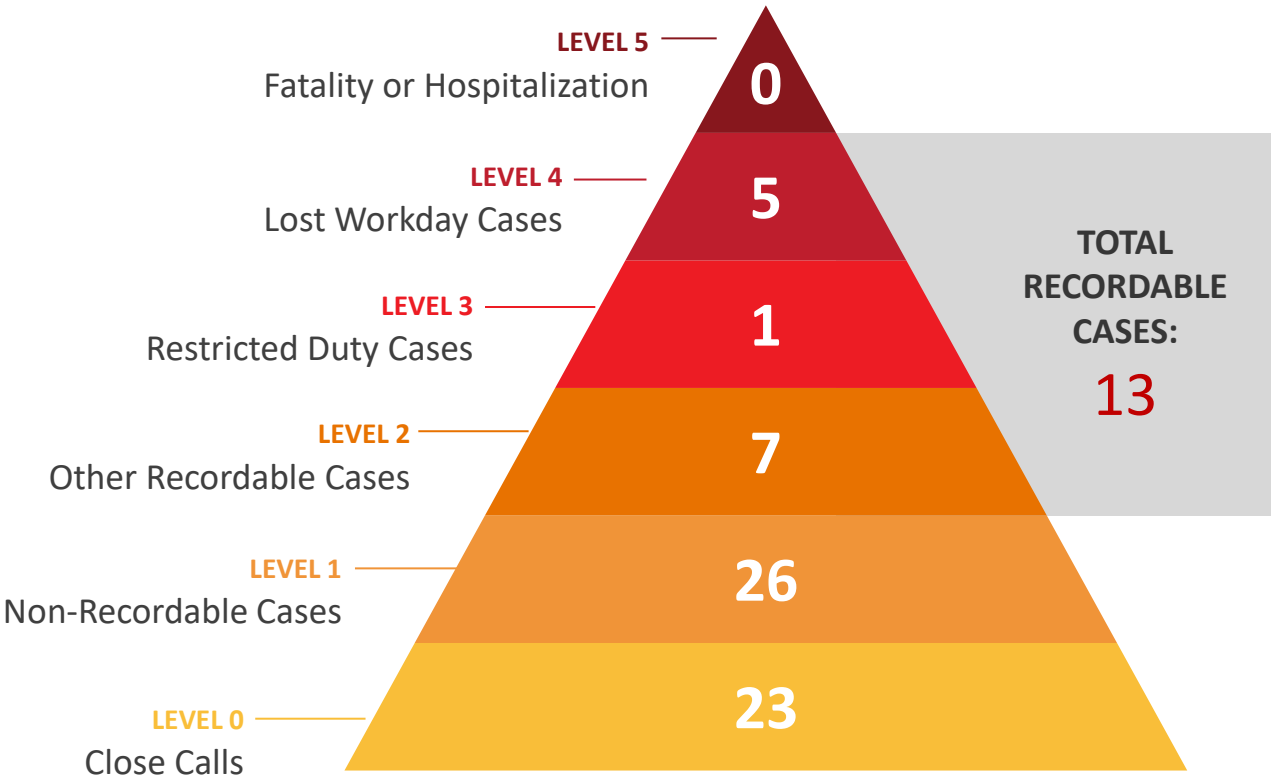


	Last Month	Year-to-Date
Total Injuries Reported	6	26
Other Recordable Case(s)	1	7
Restricted Duty Case(s)	0	1
Lost Workday Case(s)	0	5

2024 Incidents Summary

VS

2023



Close Calls

Date	Overview	Location	Description & Response
8/13	Fell in open trench	Other	While assisting co-worker closing a switch vault, employee was on the open side using their foot to put the locking bar back so the door would close. When employee pulled their foot back, the dirt gave way, and they landed in the open trench. To prevent this, employee could have had help on the same side and freed the door latch before trying to close it. Remember to be aware of your surroundings and plan your work.
8/19	Bulkhead Hoist Cable Failure	Quincy Chute	Quincy Chute was down for maintenance and bulkheaded and were in the process of watering up the unit to put it back into service. While operating the hoist to raise the DS Bulkhead out of the water the hoist cable broke underwater. All personnel were out of line of fire, and nobody was injured. An apparent cause evaluation will be assigned to further investigate this issue and determine corrective actions.

Close Calls

Date	Overview	Location	Description & Response
8/20	Energized wire underground	ESC Sunland Estates	<p>Received a call from concerned landowner regarding a new residential service. Owner's contractor was digging a new trench for secondary conductions and found buried conductors from the home to the moped. Great catch by the owner/contractor for presuming they were dealing with energized wires in a open trench. Current documented practice for Grant PUD and backed up by L&I regulations is that any service that has been off for more than 12 months requires an inspection prior to service being restored. The conversation between customer and PUD was confusing and all of the proper information was not exchanged. Remedial actions have been taken to prevent reoccurrence of this condition</p>
8/20	Chains Rolled off Drive Sprockets	WAN Dam Spillway Gate #1	<p>Troubleshooting excessive noise in the primary gear box. Work order directed employees to uncouple the secondary gearbox from the primary. All bolts were removed from the coupler and started tapping the coupler with a hammer to separate them to do the run test. After a couple hits to the coupler, the weight of the chains pulled the sprockets around and allowed the chains to fall off the drive sprockets until they came to rest on their safety chains. The work order to complete this is still open and should be completed by early next week. The work plan has been updated for any future work with details to prevent sprocket from rotating so the chains will stay in place</p>

Close Calls

Date	Overview	Location	Description & Response
8/21	Foreign Material Found in Sub	WAN	<p>Electricians performing Sub 3 Triennial maintenance found a piece of cardboard taped to the Main breaker, line side "C" phase bus connection. This effectively reduced the contact area by 50%. The cardboard was left by a contractor that had been measuring for new retro-fit breakers. The cardboard was removed and the breaker and bus connection were examined for any adverse conditions, none were found. No injury occurred, no damage to equipment was found. Operations contacted acting Plant Manager, Project Manager, and District Representative. Project team is addressing safety issue with contractor and will develop action plan for FME policy and site safety plan prior to construction resuming early September. A good example of see something say something. Along with the action plan described in this CR the PUD has hired a dedicated resource as a project inspector for this job. This issue is related to an ongoing Root Cause Evaluation and will be encompassed into that evaluation and corresponding corrective actions.</p>

Close Calls

Date	Overview	Location	Description & Response
8/22	Ground Fault Alarm	PRD	<p>Multiple ground fault alarms came in on Sub 4. Before operations could investigate, a loud bang was heard and Sub 4 Bus 1 feeder breaker tripped. Contractors reported smoke coming from a panel in PH Crane 2. Operations opened PH Bridge Crane 2 feeder breaker, added a Chief's clearance and restored Sub 4 Bus 1 feeder breaker, ground faults were clear. The contractor had to walk the feed rail in order to exit the crane. No injuries were reported. Video was reviewed, an arc flash was seen coming from the feed rail. This fault was caused by heavily contaminated insulators on the feed rail. Crews worked through the weekend and the crane will be back up and running by morning. A WO has been assigned to Safety to perform a follow up investigation to ensure that preventative maintenance activities are in alignment with all physical requirements in WAC.</p>
8/22	Falling Objects	PRD Crane	<p>Employee was working on the bridge crane feed rail and was taking apart the feed rail cover. One side of the three-part cover fell to the floor. Employee had no idea it was a three-part cover but should have taped off the area below the crane. Reminder to take time and not rush even with emergent work and have a work plan discussion for all work to be performed safely. Safety department will train on overhead work and best practices in upcoming safety meetings.</p>

Vehicle Incidents

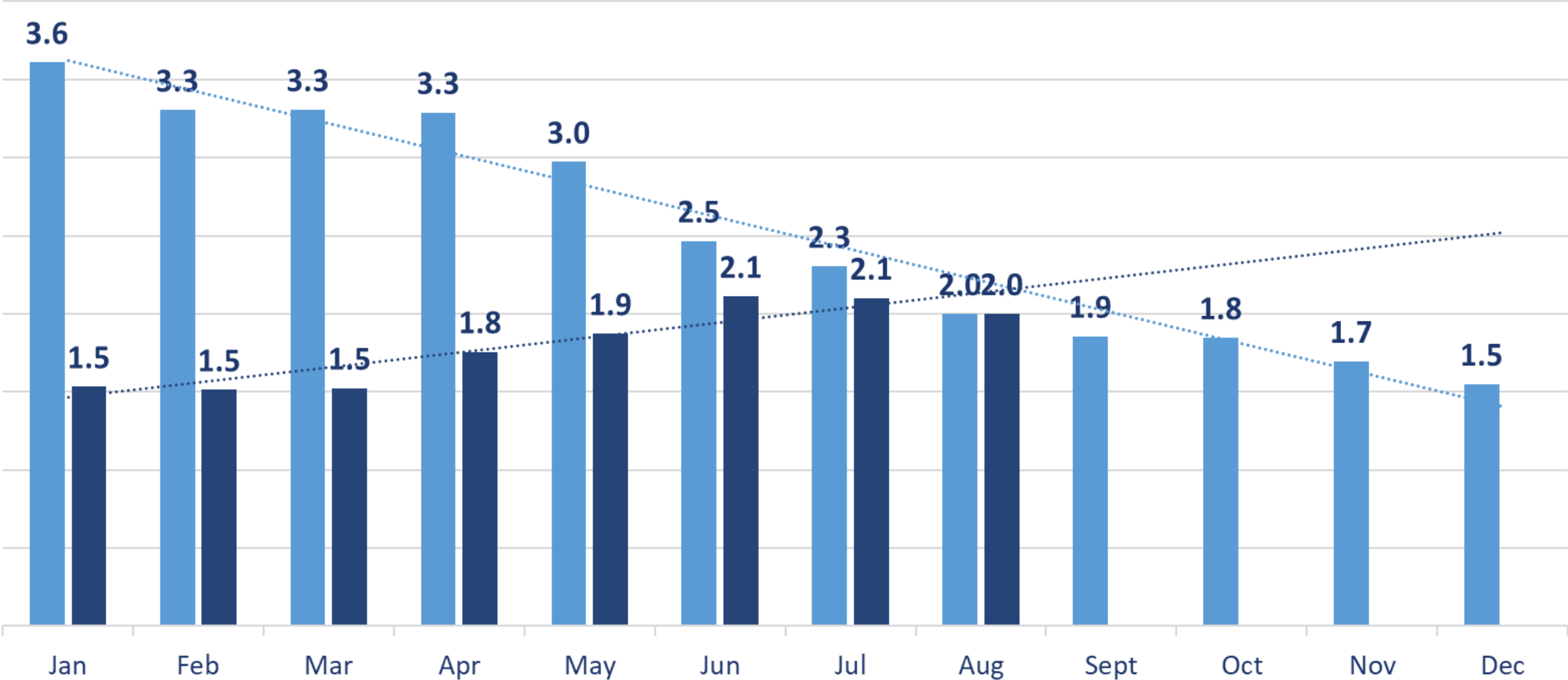
Date	Location	Description & Response
8/13	Other Living Culture Parking Lot	<p style="text-align: center;">Vehicle Incident</p> <p>While reversing a District vehicle, employee accidentally struck another employee's personal vehicle at low speed. District vehicle was undamaged, but the collision caused a dent in the rear passenger door of the personal vehicle. Employee promptly notified their supervisor, discussed incident with crew lead and focused on how to prevent errors in the future. Topic discussed were situational awareness, risks of complacency, responding to and avoiding identified hazards during the 360 walkaround, and the importance of incident reporting.</p>
8/28	WSSC Gravel Lay Down Yard	<p style="text-align: center;">Load Fell Off Forklift</p> <p>While carrying a load at the yard, uneven road and rocks caused the load to fall off forks and load was run over by the forklift. Reminder to ensure you secure your load properly especially when traveling on uneven terrain.</p>

Contractor Incidents

Date	Location	Description & Response
8/8	PRD	<p style="text-align: center;">Falling Object</p> <p>A contractor was taking wicket gate bushing measurements in the bottom ring when a torpedo level being used by another contractor working above, fell striking them in the back between the shoulder blades. Contractor stated they felt a tingling in their hands, but it quickly went away. Work was stopped and DR was notified. A safety stand down was held in the T&G warehouse. After checking with the injured contractor, it was advised they seek medical attention to be checked out. Their foreman indicated they would be taken to the clinic. District staff have reviewed work packages to ensure the detail about installing protective material to prevent falling objects is in place at all times. General reminder to maintain awareness when working at heights or above other workers.</p>

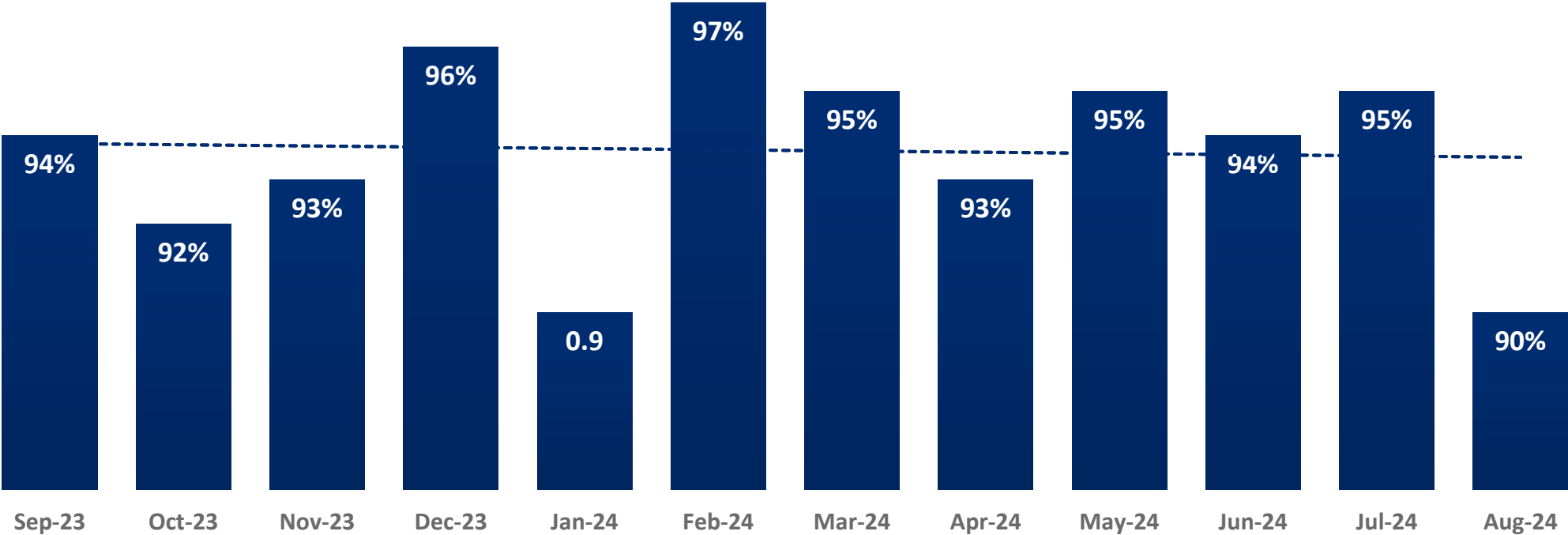
Leading & Lagging Indicators

12 Month Rolling – Recordable Injury Rate – 2023 vs 2024

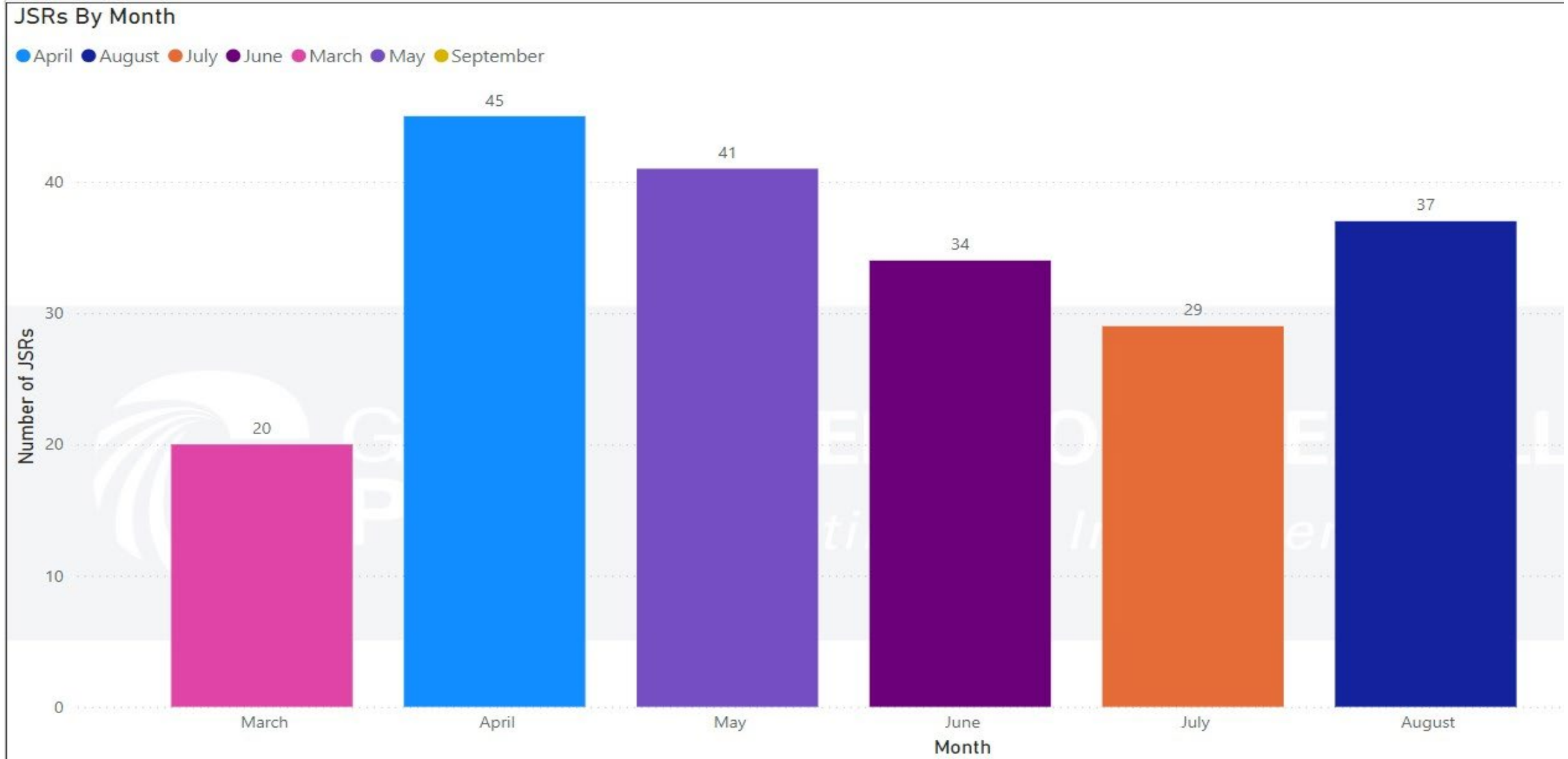


Leading & Lagging Indicators

Safety Meeting Attendance



JSRs-Grant PUD



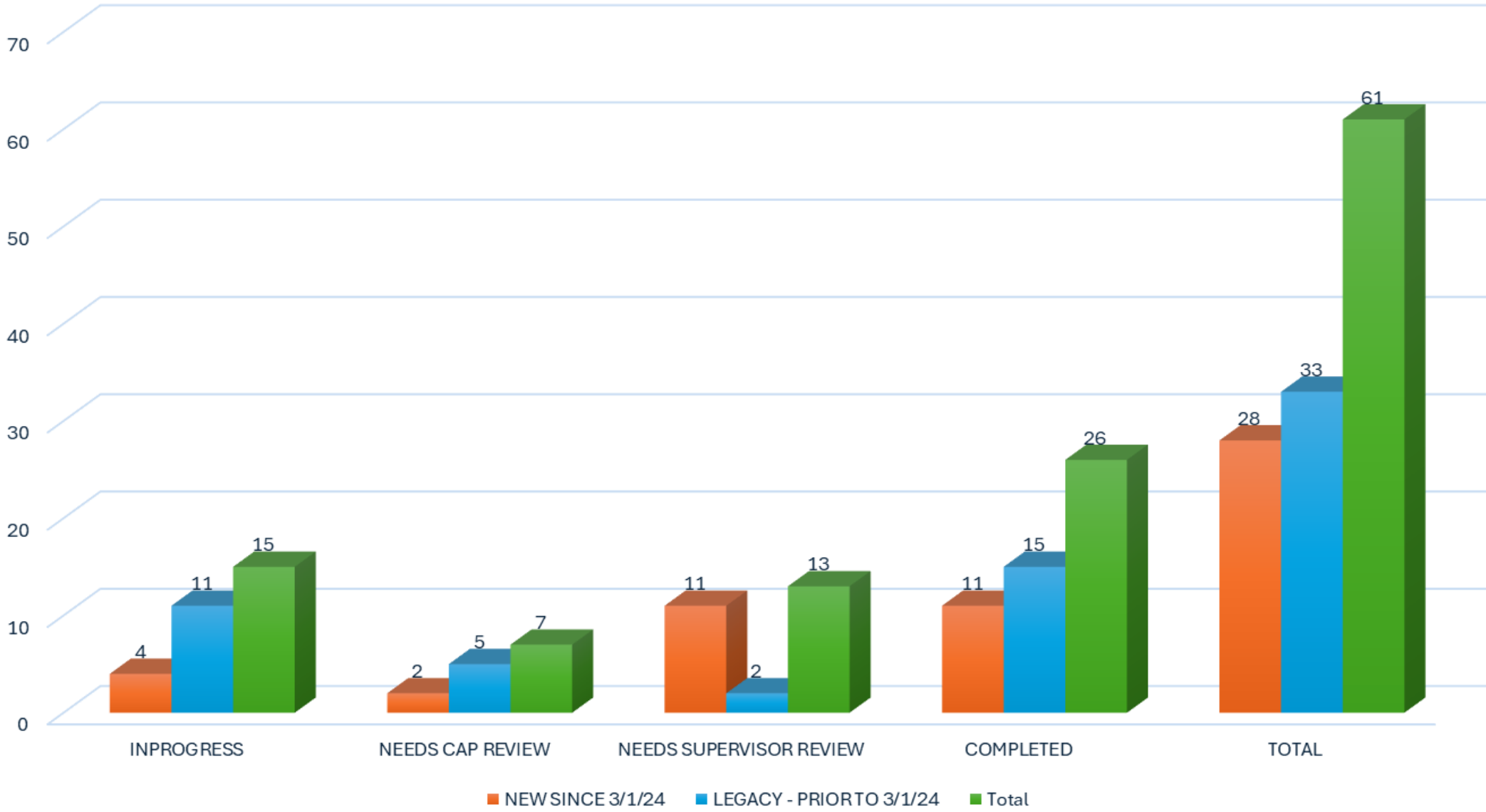
Safety Action Items



We are currently working to determine the best way to categorize and report specific data regarding safety action items.

Thank you for your patience!

Safety Action Items - YTD



Recordable Injury Projection



Total number of recordable incidents × 200,000
Total number of hours worked by all employees

At the current injury rate, we
will likely record

16

injuries on our OSHA Logs by
the end of 2024.

← The “recordable injury rate” is a calculation that describes the number of employees per 100 full-time workers or per 200,000 hours worked that have been involved in an injury or illness that requires medical treatment beyond first-aid.

EMERGENCY?



**MAKE THE
RIGHT
CALL!**



STARTING OCT. 1st



CALL 911 from all Grant PUD locations

When using a landline, the system will route your call to the appropriate Public Safety Access Point (PSAP), whether MACC Dispatch or the appropriate Control Room, automatically.

NOTE: With the new configuration, we need to be certain that all phone adds and moves are performed by Electronic Technicians by generating a Service Desk+ ticket. More details will follow.

ELT Talking Points

September is suicide prevention month and this month we will be looking at mental wellness and how important it is to you and how you can help others that might be struggling.

Why is mental wellness important from a safety perspective?

Mental wellness is just as important as physical wellness and is often overlooked in the workplace. When someone is dealing with mental health issues in their lives it can be a distraction in accomplishing their work which can put themselves and others at risk. Poor mental health has been shown to lead to more accidents, injuries and reduced productivity.

- Mental health related absences were up 33% in 2023 and up 300% from 2017 according to ComPsych.
- Globally, an estimated 12 billion working days are lost every year to depression and anxiety at a cost of US\$ 1 trillion per year in lost productivity.
- In 2021, an estimated 14.5 million U.S. adults aged 18 or older had at least one major depressive episode with severe impairment in the past year. This number represented 5.7% of all U.S. adults.
- An estimated 19.1% of U.S. adults had an anxiety disorder in the past year.



ELT Talking Points

How can you help someone else?

- Observation – do you see a noticed change in someone’s behaviors or that someone hasn’t been sleeping or eating much? If you see something that looks off, reach out to that person.
- Ask open-ended questions – ask how they are doing or feeling and encourage them to share. Ask questions like, “how are you doing, really?” Be ready to sit and listen. Sometimes just listening can help someone.
- Be sensitive – avoid saying things like “it’s all in your head” or other cliches. Allow them to say how they feel and use reflective listening to seek to understand.
- Share your experience – if you have gone through something similar, tell them how you tackled similar issues, but be sensitive not to dismiss how they are feeling.
- Ask them the hard question – if you think it’s a possibility, ask them if they are thinking about suicide.
- Direct them to professionals/tools – encourage them to seek treatment or contact their doctor or therapist. See our mental health resources page on our Intranet for tools like the EAP, Doctors on Demand and Talkspace to name just a few.

How can you help yourself?

- Breathing exercises – there are different breathing exercises that can be done to help calm anxiety and stress.
- Mindfulness – practicing Mindfulness has been shown to influence two different stress pathways in the brain, changing brain structures and activity in regions associated with attention and emotion regulation.
- Nature/Hunting – getting out into nature and doing activities like fishing or hunting where you are away from your daily activities helps reduce stress and anxiety.
- General exercise – studies have shown that 33% of high-stressed adults have seen decreases in their stress levels when they include general exercise as part of their daily activities.
- Being open to talking to someone. See our mental health resources page on our Intranet for tools like the EAP, Doctors on Demand and Talkspace to name just a few.

ELT Talking Points

We say that one of our goals of our safety program is that we want each employee to make it home safe every day. But part of that mission is also to ensure that we don't see anyone not make it back to work because they don't get the help they needed.

Other Resources Available

- Employee Assistance Program
 - **Call 855.RSL.HELP; Text: 858.224.2094**
Company Code: RSLI859
Company Name: Central WA Public Utilities
- Talk Space (App)
- Suicide and Crisis Hotline Call
 - 988
- Suicide and Crisis Hotline Text
 - Text **Home** to 741741

Thank You!



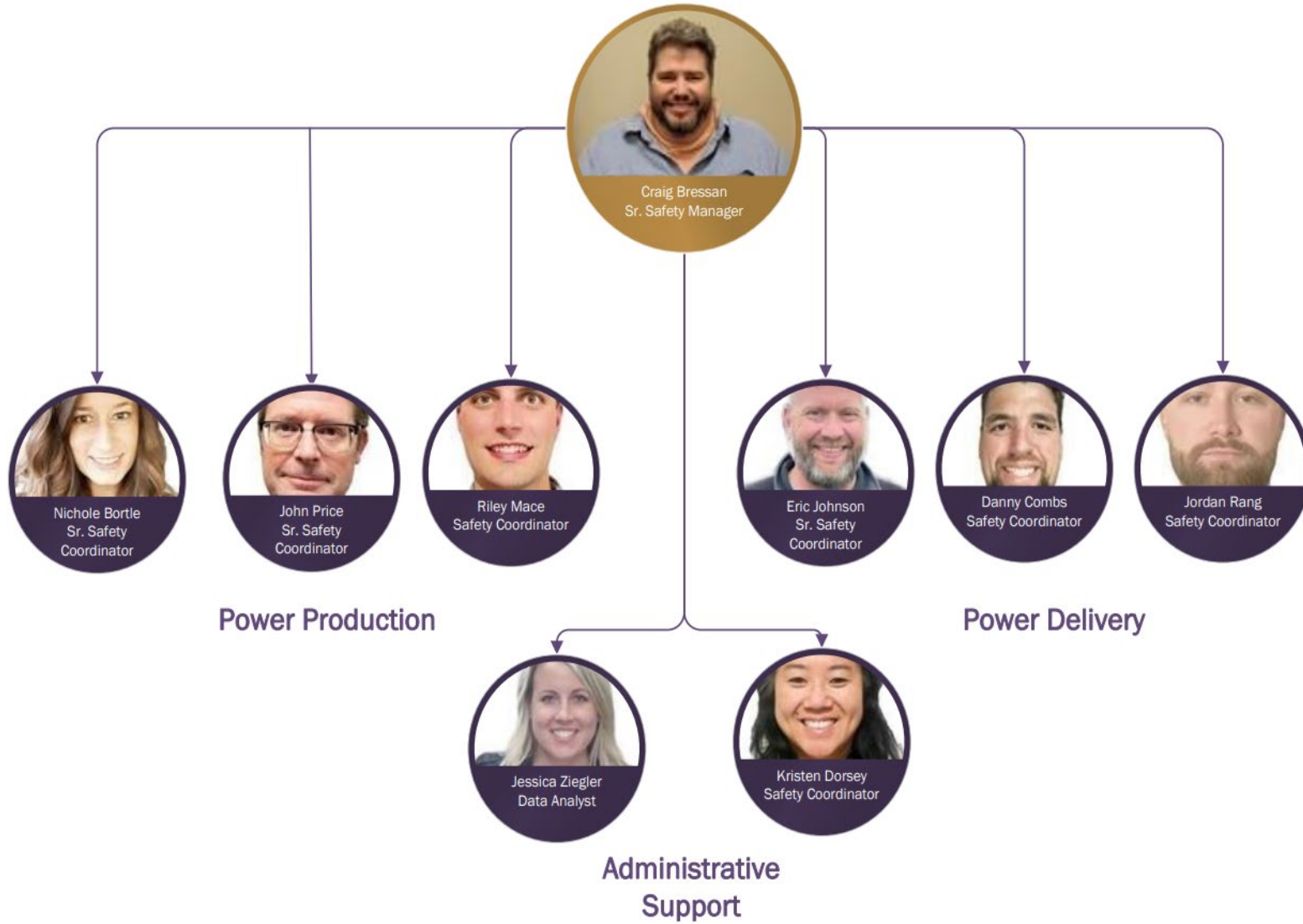
Safety@Grant

Safety

Safety Update – Q3 2024




Powering our way of life.



My Team

We have a great team and I look forward to the Continuous Improvement of our safety programs and culture.

Is this a Safety Concern?: 

Summary:

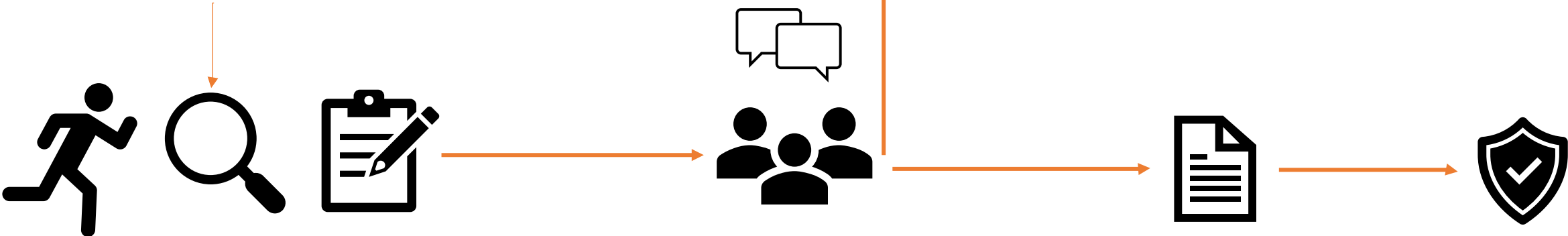
Details:

Select Value

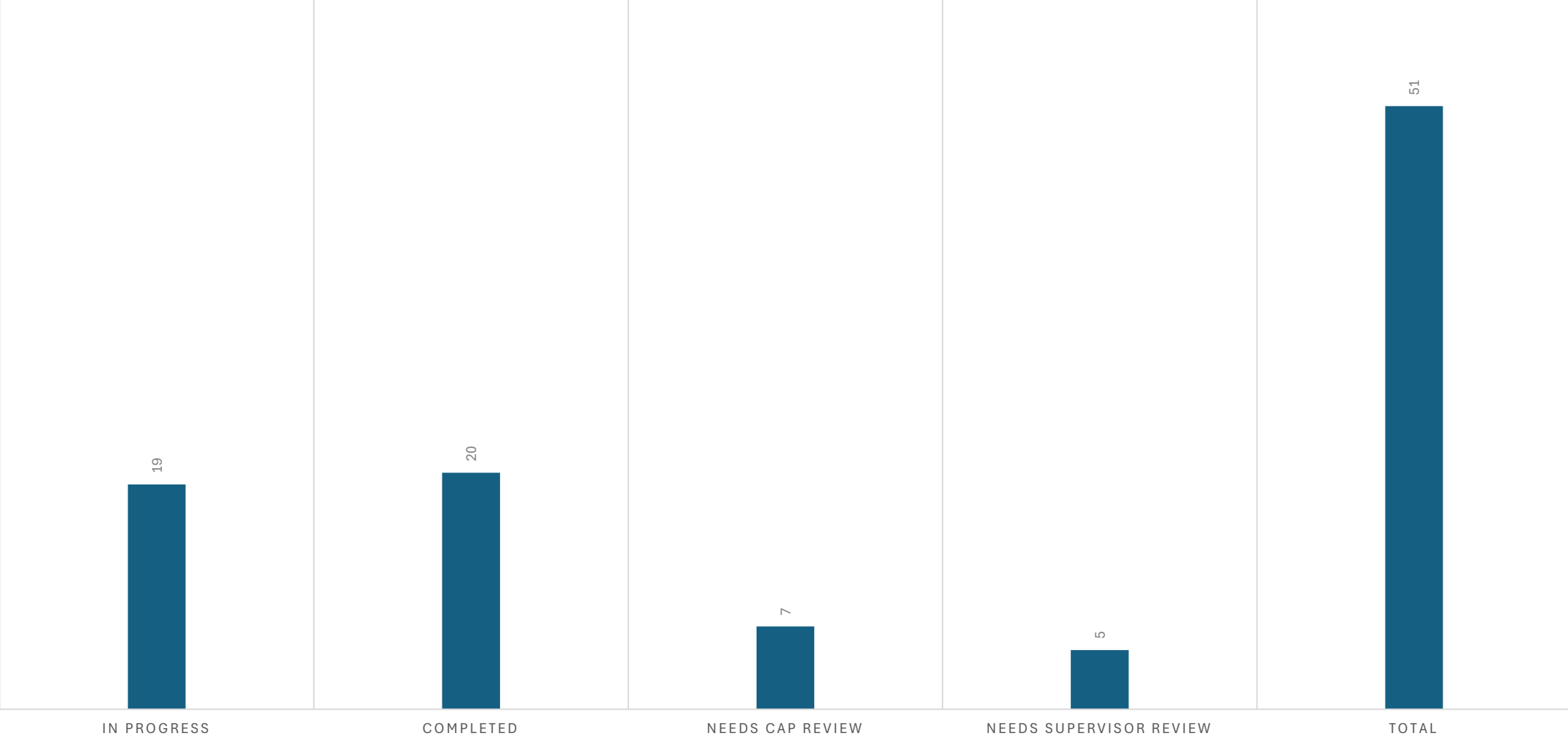
Value	Description
No	This is not a safety concern
Yes	This is a safety concern

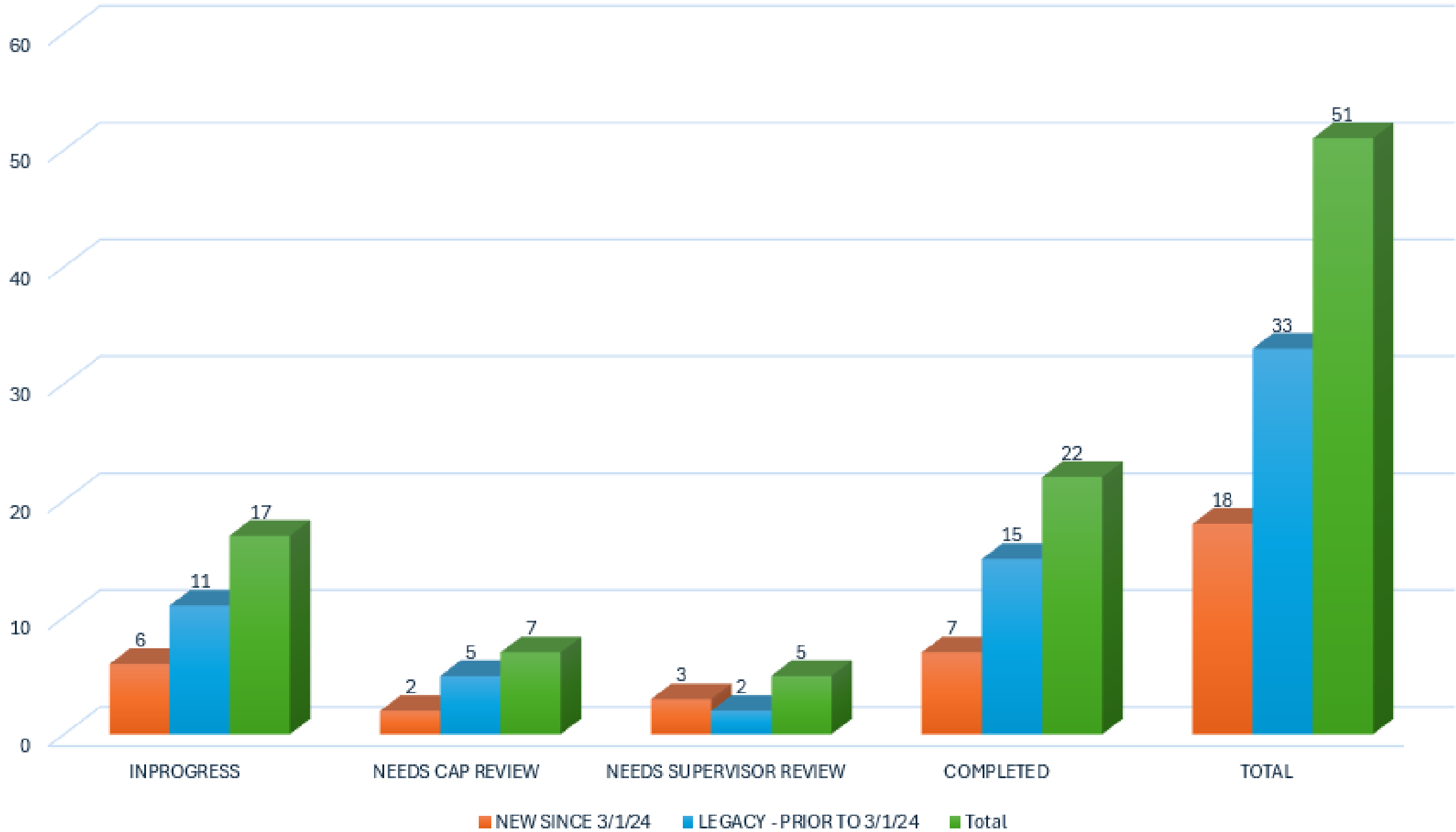
Cancel

YES → Safety Notified Via Email



SAFETY ACTION ITEMS-YTD 2024





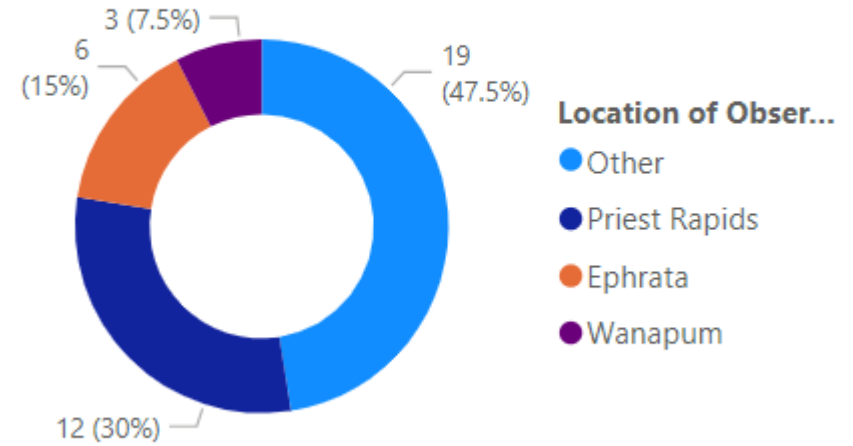
Industrial Hygiene and Safety

- Primary resource/duties:
 - Asbestos and Lead – manage existing reports/samples; respond to employee concerns and requests for sampling; assist abatement crews with project design; training
 - Sample database in Sharepoint
 - Indoor air quality – respond to employee concerns like mold, fire clean-up, and odors; work with Facilities to identify issues; initial investigation and sampling; DR for IAQ consultants, if required
 - Noise – perform noise surveys and gather noise exposure data; respond to hearing loss claims; audiograms; training
 - Respiratory protection – medical questionnaires; fit testing; evaluation of level of protection; training

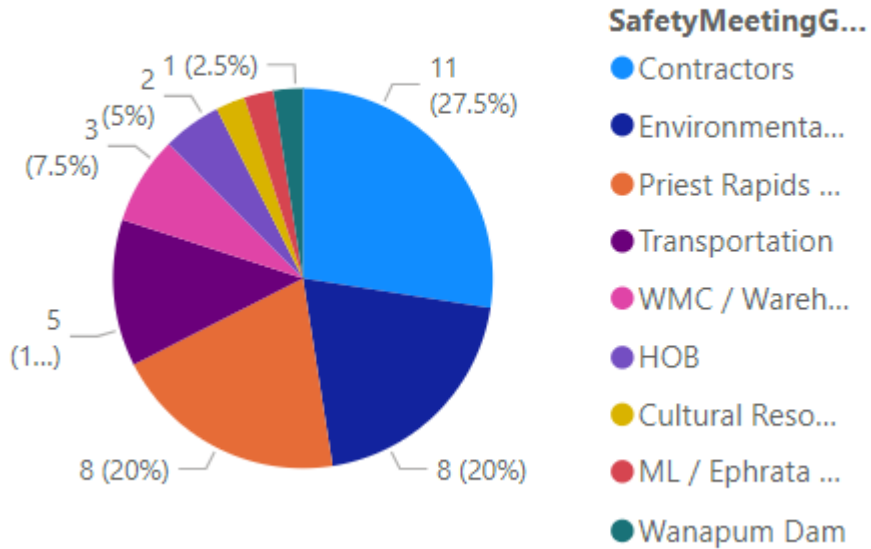
Job Site Review

- The 2023 JSR system is up and collecting data.
- We are refining the data outputs for our Monthly Safety Report

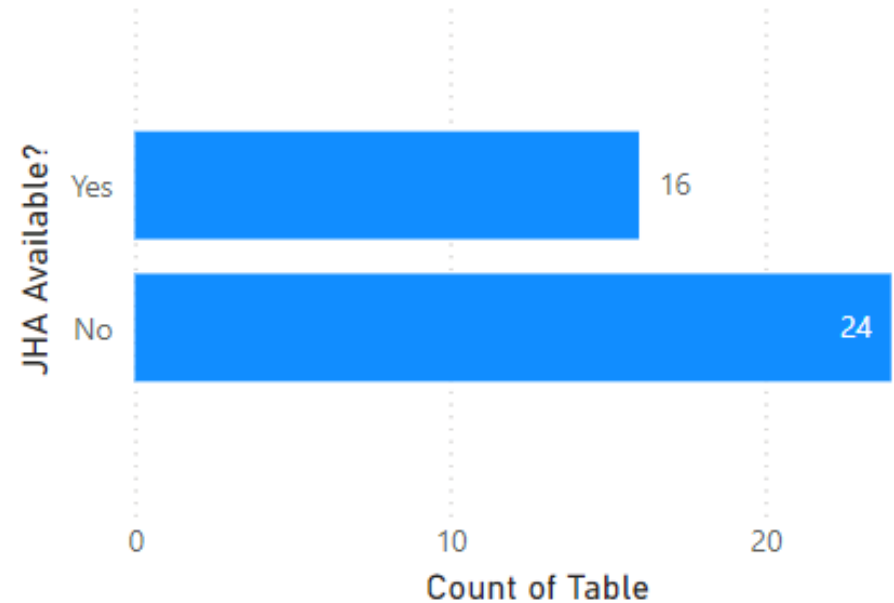
Count of Table by Location of Observation



Count of Table by SafetyMeetingGroup



Count of Table by JHA Available?





Powering our way of life.

PUBLIC POWER / INDUSTRY OUTREACH ACTIVITY REPORT

Commission Presentation
September 24, 2024

Chuck Allen, Senior Manager External Affairs & Communications
Annette Lovitt, Community Engagement - Public Affairs Officer



Powering our way of life.

Topics

1. Highlighting our work

Industry tours

2. More Powerful Together

What we did in Q3

3. Building Our Future

What are we looking forward to in Q4



01

Leveraging our relationships

**Hydro and public power unity
makes us stronger**

Highlighting our work

■ Inaugural Mid-C Energy Tour



SAVE THE DATE | APRIL 24 & 25

Mid-Columbia Energy Policy Tour

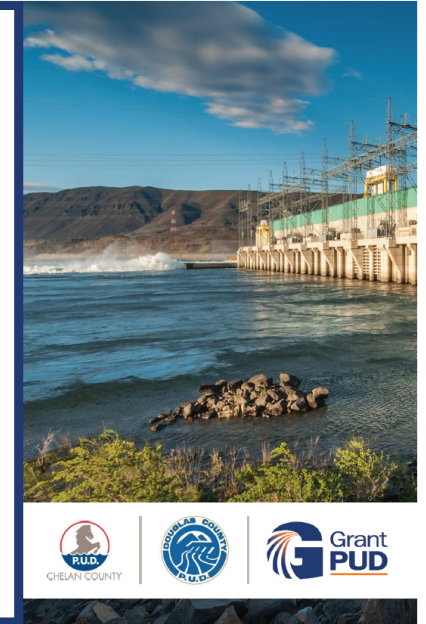
Chelan, Douglas, and Grant County PUDs welcome legislators to Central Washington for a series of energy tours and policy conversions. Join us as we highlight several critical energy issues for our region and state including energy production, transmission permitting, low-income utility assistance, and environmental stewardship.

TOUR HIGHLIGHTS:

- Quincy area transmission expansion tour
- Rocky Reach Dam facility tour
- Renewable Hydrogen Project
- Reception with staff and community leaders

Lunch will be provided on both days and a reception will be held the evening of April 24th in Wenatchee.

For questions or to RSVP please contact Ryan Holterhoff:
509-750-3184 | holterhoff@gcpud.org



■ Washington State House Environment & Energy Committee



02

More powerful together

Community Relationships

Q3 Engagements

CALENDAR

2024

JULY						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

AUGUST						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

SEPTEMBER						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					



Monster Detective Collective



Amount of participants

Total children reached: **112**
Total participants reached: **173**

01 Ephrata 10 children, 6 adults	02 Coulee City 11 children, 5 adults	03 Grand Coulee 16 children, 7 adults	04 Warden 16 children, 7 adults
05 Moses Lake 28 children, 20 adults	06 Quincy 17 children, 9 adults	07 Royal City 10 children, 2 adults	08 Soap Lake 4 children, 5 adults

GRANT PUD

Age Ranges

No events had children over 12+ (assumption) participating. Ages mostly ranged 4-10.

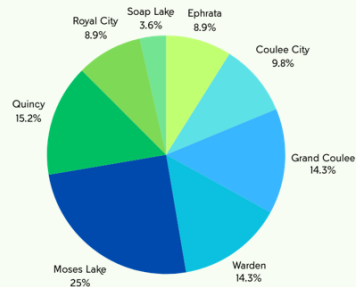
01 Ephrata <input checked="" type="checkbox"/> 1-4 <input checked="" type="checkbox"/> 5-8 <input type="checkbox"/> 9-12 <input type="checkbox"/> 12+	02 Coulee City <input checked="" type="checkbox"/> 1-4 <input checked="" type="checkbox"/> 5-8 <input checked="" type="checkbox"/> 9-12 <input type="checkbox"/> 12+	03 Grand Coulee <input type="checkbox"/> 1-4 <input checked="" type="checkbox"/> 5-8 <input checked="" type="checkbox"/> 9-12 <input type="checkbox"/> 12+	04 Warden <input checked="" type="checkbox"/> 1-4 <input checked="" type="checkbox"/> 5-8 <input checked="" type="checkbox"/> 9-12 <input type="checkbox"/> 12+
05 Moses Lake <input checked="" type="checkbox"/> 1-4 <input checked="" type="checkbox"/> 5-8 <input checked="" type="checkbox"/> 9-12 <input type="checkbox"/> 12+	06 Quincy <input checked="" type="checkbox"/> 1-4 <input checked="" type="checkbox"/> 5-8 <input checked="" type="checkbox"/> 9-12 <input type="checkbox"/> 12+	07 Royal City <input checked="" type="checkbox"/> 1-4 <input checked="" type="checkbox"/> 5-8 <input checked="" type="checkbox"/> 9-12 <input type="checkbox"/> 12+	08 Soap Lake <input checked="" type="checkbox"/> 1-4 <input checked="" type="checkbox"/> 5-8 <input type="checkbox"/> 9-12 <input type="checkbox"/> 12+

GRANT PUD

AUGUST

2024

Percentage of Children by Location



GRANT PUD

AUGUST

2024

- Moses Lake provided the highest percentage of children (largest town).
- Most locations had between 10-16 children in attendance.
- ↑ (#) of children as time went on.
- Location? Marketing? Library size?



SPARK



WAT



BOLT

Grant County Fair



	2017	2018	2019	2020	2021	2022	2023	2024
Visitors	31,500	39,900	42,900		48,500	49,200	48,400	50,700
Visits	51,700	69,200	77,000		85,300	84,900	81,200	81,800
Dwell Time	260 min	274 min	277 min		239 min	231 min	255 min	225 min



Safety Pop-Up @the Fair

@ THE FAIR

Set up pop-up tent at 6:00, up until 7:30-8:00.

Trivia with kids and families.

A ton of handouts!

Promote lineman show & booklets for kids.



Trivia

Cards with safety and Grant PUD trivia were used for prizes.

Swag

Stickers, bandanas, first aid kits, plastic hard hats, mini hard hats.

Volunteers

Collaborated with Safety Team in finding volunteers for days.

Hispanic Focus

Put a strong focus on providing services and communication with Hispanic population on Sat.



OVERVIEW

The Safety Tent was a great idea. It connected with not only customers, but people from all over the world. We got to teach not only kids, but adults certain energy saving and life saving tips they (hopefully not) might have to use someday.

More volunteers, a working digital display, and a trivia/learning based game are key to making the tent successful. I hope this continues as it is a great way to connect with the community.

Pay-it-forward



[Bite2Go in George, WA \(youtube.com\)](https://www.youtube.com/watch?v=...)

03

Building our future

What's up for Q4 and beyond

Q4 Engagements

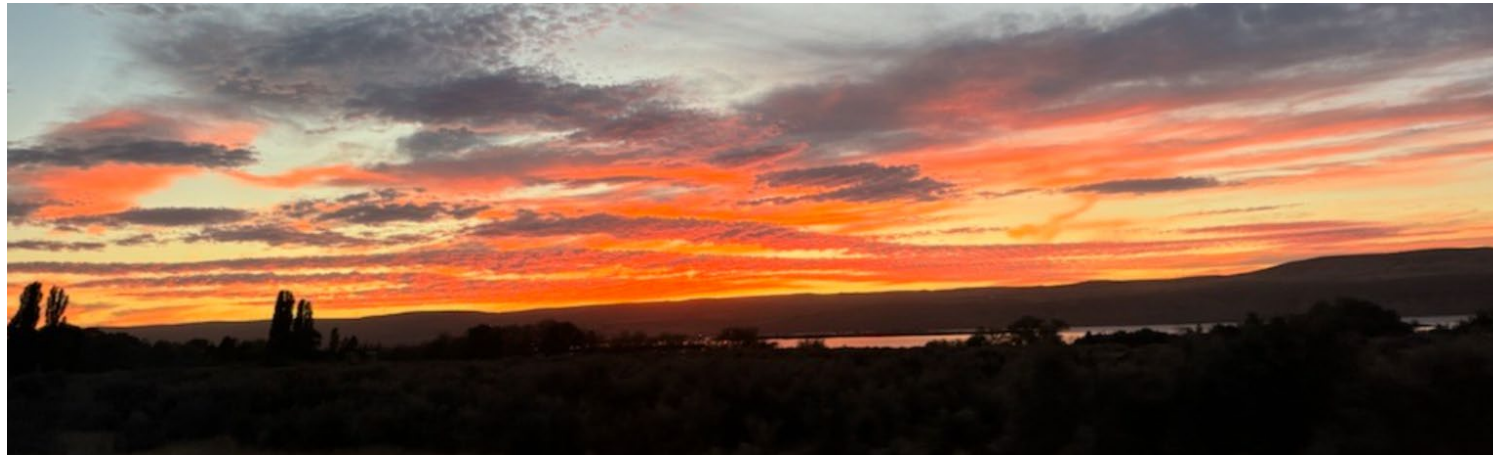
CALENDAR

2024

OCTOBER						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

NOVEMBER						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

DECEMBER						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				



Public Power Week

October 6-12

Promotion of public input in our 2025

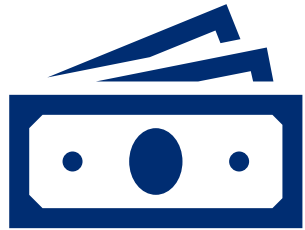
Budget Hearings

Celebrate Customer Service

Social media campaign



Community Benefit Plan



**Plan in development with
External Funding**



**New Policy to clarify and
support Community Benefit
events and activities**



Marketing focus on CBP



Powering our way of life.

Facilities & Transportation

Enterprise Shared Services

Quarterly Commission Report

September 24, 2024



Powering our way of life.



1. Objectives

- **Reliability**
- **Predictability**
- **Sustainability**

2. Priorities

- **Equipment Replacement**
- **Preventive Maintenance**
- **Development & Growth**

3. Facilities Program Today

- **5-Year Asset / Maintenance Plan**
- **Asset Management**
- **Staffing**
- **Work in Progress**



Objectives



Reliability

- Site & Building Operations
 - Available When Needed
 - Operations Confidence
- PM vs CM Planning
 - 75% PM / 25% CM Target
 - ✓ Flipped in 5-yrs.
 - Lower Operations Impact
- Service Life
 - Maximum Run Time
 - ✓ Service Life
 - Lower Long-Term Costs

Predictability

- Budget Tracking & Projection
 - Monthly YEP
 - Review Planned Work
- Historical Budgeting
 - Break-Fix Based
 - 25% PM / 75% CM
- Maintenance Planning
 - Condition Based Replacement – Data Driven
 - Increases Client Satisfaction

Sustainability

- Repeatable Systems, Processes, & Resources
 - WO Intake & Scheduling
 - Staff & Crew Stability
- Asset Management
 - Looking Ahead
- Balancing Workload
 - Year to Year
 - Crew to Contractor

Priorities



Equipment Replacement

- 2024 Replacements
 - (65) Projects (est.)
 - \$650k
 - 50% O&M/50% Cap
- 2025 Replacements
 - (80) Projects (planned)
 - \$1.1m
 - 85% HVAC
 - 90% Over 20-yr
 - 10% Over 30-yr
- Scheduled Maintenance
 - 5 – 10-yr Behind
 - Making Progress through Efficiency
 - ✓ Increases Crew Availability

Preventive Maintenance

- Positive Reliability / Predictability / Sustainability Impact
- Negative Operations Impact
 - Emergency Maint. ☺
 - ✓ Cost Impact
 - ✓ Schedule Impact
 - Unseen Cost
- Lower Long-Term Cost
 - PM vs CM vs ECM
 - ✓ ECM 4x – 10x Cost
- Improves Crew Efficiency
 - Lower Deferred Maintenance
 - ✓ 6-mo – 6-wk

Development & Growth

- Crew Internal vs External
 - Can Do? / Should Do?
 - ✓ Available to Do
 - Trained & Equipped
 - Current Workload
 - Project Conditions
 - One-Time vs Regular
- Work Scheduling & Staging
 - Focus on the Work
 - Utilize Strengths
 - ✓ Warehouse Expertise
- Engineering
 - Expanding Capabilities
 - Institutional Knowledge

Facilities Today



5-Year Maintenance Plan

- FCA Expanding
 - Mechanical & Life Safety
 - ✓ Q4 = 1,500 Added
 - Infrastructure
 - ✓ Parking Lots
 - ✓ Water & Sewer Sys.
 - Architectural
 - Roofs to Carpet
 - Substations & Telecom
 - ✓ 2025 = 1,500 Added
- Maint. of Maint. Plan
 - Regular Condition Updates

Asset Management

- Work Orders
 - 2022 = 5,862 WOs
 - 2023 = 6,858 WOs
 - 2024 = 5,705 WOs (est.)
 - ✓ Combined WOs (1,500)
- Condition Based Planning
 - Max. Service Life
 - Retro-Commissioning
 - Max. Sys. Effectiveness
- Crew Influenced Preventive Work Plans
 - Eng. Technical Knowledge
 - Field Knowledge Applied

Staffing

- Split Crew
 - Electrical & Mechanical
 - Efficiency of Focus
- Management 5 – 8
 - Position Shifts
 - Depth of Knowledge
- Crew 17 – 23
 - + 4 Students
 - Depth of Resources

Facilities Employees 2023 - 2024

- RJ Fronsman (Facilities Supervisor)
- Mike Harr (Facilities Asset Management Lead)
- Lori Davis (Project Coordinator)
- Tim Big Bull (WMC BMW)
- Rod Virden (ESC BMW)
- Connor Martin (WMC Facilities Serviceman 2)
- Janine Johnson (ESC Facilities Serviceman 2)
- Kyle Stentz (WMC Facilities Serviceman 2)
- Santana Garces (ESC Facilities Serviceman 3)
- Beau DeChenne (ESC Facilities Student Helper ESC)
- McCall DeChenne (ESC Facilities Student Helper ESC)
- Aiden Devine (WMC Facilities Student Helper WMC)
- Archer Aloysius (WMC Facilities Student Helper WMC)



RJ Fronsman
Facilities Supervisor



Mike Harr
Facilities Asset Management Lead



Lori Davis
Project Coordinator



Tim Big Bull
Building Maint Worker



Rod Virden
Building Maint Worker



Janine Johnson
Facilities Serviceman 2nd



Connor Martin
Facilities Serviceman 2nd



Kyle Stentz
Facilities Serviceman 2nd



Santana Garces
Facilities Serviceman 3rd



Aiden Devine
WMC Facilities Student Helper



Archer Aloysius
WMC Facilities Student Helper



Beau DeChenne
ESC Facilities Student Helper



McCall DeChenne
ESC Facilities Student Helper

Facilities Projects 2024

- Coulee City Sub Reroof Project
- MLLO Entry steps and exterior painting
- Tipi Pole Installation WIV
- Redesign Treasury, Accounting & Finance offices EHQ 2nd Floor
- Relocate Energy Supply Management group EHQ basement
- Redesign PD Engineering Department 2nd Floor EHQ
- EHQ Landscape, interior blinds replaced
- ESC Administrative office remodel

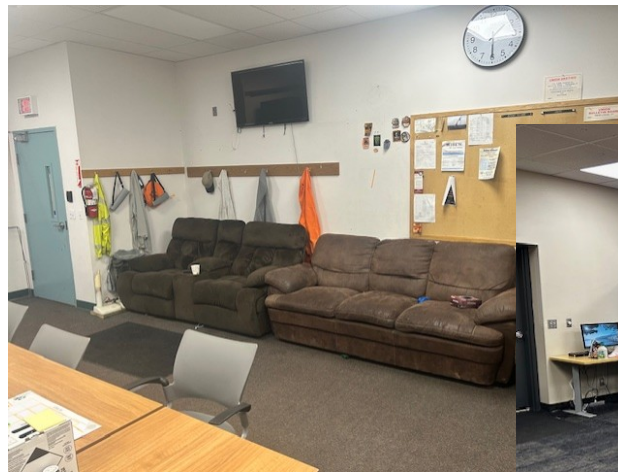
■ New enclosed offices at EHQ



• Electronic Shop Remodel



■ MLSC Bull room Remodel

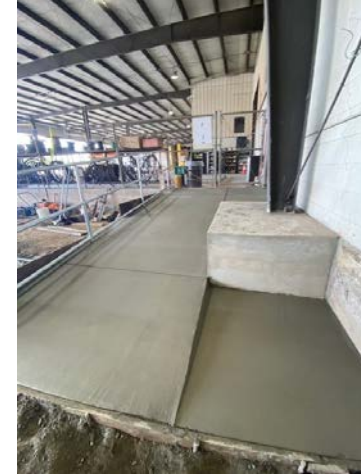


Facilities Projects 2024

- **Randolph Sub Roof**



- **ESC Warehouse Racking Project**



- **Pelican Horn Substation Drainage**



- **PD & PP Vegetation Management Control District-wide**



Transportation

QBR September 24, 2024



Powering our way of life.

Transportation Summary

- 661 total assets
- 339 vehicles
- 186 powered equipment
- 136 trailers
- 8 Journeyman Technicians (3 on day shift, 5 on swing shift)
- 2 Foremen (1 per shift)
- 2 Parts Specialists (1 per Shift)
- 2 Fleet Apprentices
- 3 On-call Couriers
- 1 Fleet Coordinator
- 1 Fleet Manager
- **2022:** 2,668 work orders completed = 1,074 preventative; 1,594 corrective; 50 service calls
- **2023:** 2,628 work orders completed = 1,151 preventative; 1,477 corrective; 43 service calls
- **2024:** 1,847 work orders completed = 782 preventative; 1,065 corrective; 59 service calls

Automated Motor Pool

- **2022:** 1,378 reservations = 114 per month average
- **2023:** 1,411 reservations = 117 per month average
- **2024:** 1,273 reservations in first 8 months = 159 per month average
- **2022:** 708 at EHQ and 670 at HOB
- **2023:** 931 at EHQ and 480 at HOB
- **2024:** 726 at EHQ and 547 at HOB

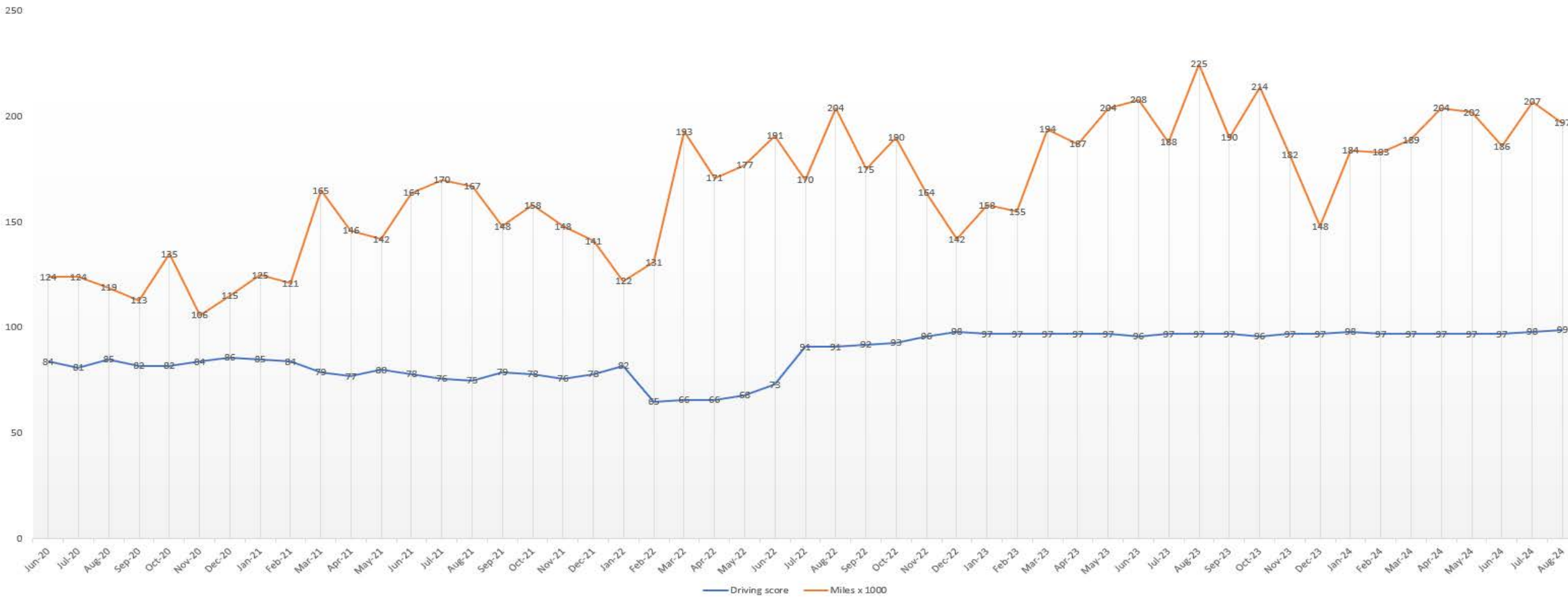
11 pool vehicles at HOB: 5 small SUVs, 1 Van, 2 pickups, 3 sedans

13 pool vehicles at EHQ: 8 small SUVs, 1 Van, 2 Large SUVs, 2 sedans

We have moved 3 pool vehicles to other depts based on utilization and needs of other user groups.

District Monthly Driving Scores

MILES DRIVEN VS DRIVING SCORE



2021 District Driving Data

1,681,979 miles driven

375 events detected = 1 every 4,485 miles

Safety Score Jan 1 - Dec 31

This Period Previous Period

81 ↓ 4 pts **85**

14 below your fleet target | 95



Distance Driven 1,681,979 mi
Time Driven 48,446h 1m

● Dec 26 - Jan 1

Behavior Insights

- Harsh Accel increase from 0 events / 1,000 mi to 0.001 events / 1,000 mi >
0.001 events / 1,000 mi · 1 total event
- 4.1 point decrease in score due to increase of Light Speeding >
11% of drive time · 18,371 events · 5339h 32m

Score Distribution Jan 1 - Dec 31



2022 District Driving Data

1,925,392 miles driven

420 events detected = 1 every 4,584 miles

Safety Score Jan 1 - Dec 31

This Period

Previous Period

11 below your fleet target | 95

84 ↑ 3 pts

81



Distance Driven

Time Driven

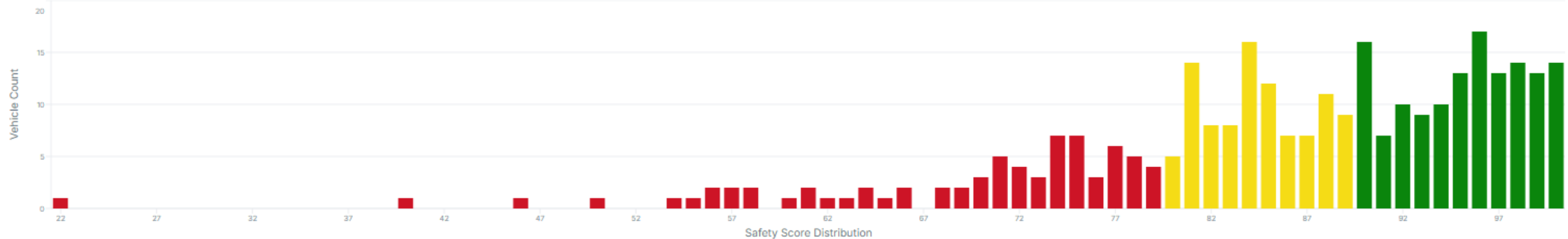
1,925,392 mi

57,253h 44m

Behavior Insights

- Mobile Usage increase from 0 events / 1,000 mi to 0.005 events / 1,000 mi >
0.005 events / 1,000 mi · 9 total events
- 4.5 point increase in score due to decrease of Light Speeding >
6.5% of drive time · 43,329 events · 3711h 54m

Score Distribution Jan 1 - Dec 31



2023 District Driving Data

2,188,705 miles driven

378 events detected = 1 every 5,790 miles

Safety Score Jan 1 - Dec 31

This Period

Previous Period

2 above your fleet target | 95

97 ↑ 13 pts

84



Jan 1

Distance Driven

Time Driven

2,188,705 mi

65,295h 17m

● Dec 31 - Jan 1

Behavior Insights

- Harsh Accel increase from 0 events / 1,000 mi to 0.003 events / 1,000 mi >
0.003 events / 1,000 mi · 6 total events
- 5.3 point increase in score due to decrease of Light Speeding >
1.2% of drive time · 4,951 events · 792h 42m

Score Distribution Jan 1 - Dec 31



Safety Score Distribution

2024 District Driving Data

1,543,473 miles driven through 8/31/24

216 events detected = 1 every 7,146 miles

Safety Score Jan 1 - Aug 31

This Period **98** ↑1pt Previous Period **97** 3 above your fleet target | 95



Distance Driven 1,543,473 mi Time Driven 46,498h 12m

● Dec 30 - Sep 1

Behavior Insights

- Rolling Stop increase from 0 events / 1,000 mi to 0.001 events / 1,000 mi > 0.001 events / 1,000 mi · 1 total event
- 0.2 point increase in score due to decrease of Moderate Speeding > 0.1% of drive time · 186 events · 53h 17m

Score Distribution Jan 1 - Aug 31



2021 District Usage Summary

< Jan 1, 2021 → Dec 31, 2021 >

Driving Distance

[View Details](#)

Avg Distance Driven
6336.9 mi



TOP VEHICLES	MILES
457	37259.8 mi
503	33391.0 mi
502	30672.5 mi
504	22354.1 mi
418	21240.3 mi

Driving Hours

[View Details](#)

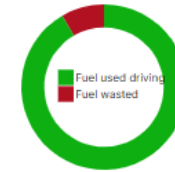
Avg Hours Driven
182.7 h



TOP VEHICLES	HOURS
503	994.2 h
502	962.0 h
457	945.0 h
504	794.0 h
418	691.1 h

Fuel Usage

[View Details](#)



Total Fuel Used
192331.6 gal

TOP FUEL CONSUMERS	FUEL USED	FUEL WASTED
503	4961.4 gal	259.4 gal
502	4519.7 gal	209.5 gal
457	4173.2 gal	270.9 gal
504	3651.1 gal	301.2 gal
458	3260.2 gal	245.8 gal

Fuel Efficiency

[View Details](#)

Avg Efficiency
8.7 MPG



MOST EFFICIENT VEHICLES	EFFICIENCY
530	49.5 MPG
534	47.8 MPG
538	46.5 MPG
613	45.9 MPG
539	45.8 MPG

2022 District Usage Summary

< Jan 1, 2022 → Dec 31, 2022 >

Driving Distance

[View Details](#)

Avg Distance Driven
6281.3 mi



TOP VEHICLES

MILES

<u>502</u>	31359.9 mi
<u>626</u>	29700.9 mi
<u>592</u>	28166.2 mi
<u>504</u>	26841.5 mi
<u>516</u>	23425.6 mi

Driving Hours

[View Details](#)

Avg Hours Driven
186.9 h



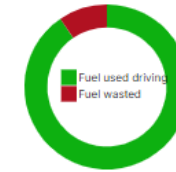
TOP VEHICLES

HOURS

<u>502</u>	1010.8 h
<u>504</u>	937.6 h
<u>424</u>	760.8 h
<u>626</u>	759.2 h
<u>418</u>	755.4 h

Fuel Usage

[View Details](#)



Total Fuel Used
218811.9 gal

TOP FUEL CONSUMERS

FUEL USED

FUEL WASTED

<u>502</u>	4899.4 gal	382.7 gal
<u>504</u>	4377.9 gal	440.7 gal
<u>516</u>	3668.5 gal	287.0 gal
<u>503</u>	3475.9 gal	280.4 gal
<u>380</u>	3397.0 gal	291.2 gal

Fuel Efficiency

[View Details](#)

Avg Efficiency
8.9 MPG



MOST EFFICIENT VEHICLES

EFFICIENCY

<u>548</u>	41.7 MPG
<u>540</u>	41.3 MPG
<u>534</u>	40.9 MPG
<u>531</u>	38.4 MPG
<u>539</u>	37.1 MPG

2023 District Usage Summary

< Jan 1, 2023 → Dec 31, 2023 >

Driving Distance

[View Details](#)

Avg Distance Driven
6567.2 mi



TOP VEHICLES

MILES

<u>626</u>	43522.9 mi
<u>502</u>	36721.3 mi
<u>592</u>	31173.8 mi
<u>578</u>	28801.9 mi
<u>473</u>	25489.1 mi

Driving Hours

[View Details](#)

Avg Hours Driven
195.7 h



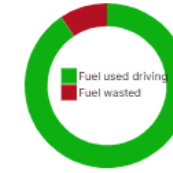
TOP VEHICLES

HOURS

<u>502</u>	1201.5 h
<u>626</u>	1081.2 h
<u>578</u>	1024.4 h
<u>592</u>	798.3 h
<u>503</u>	794.1 h

Fuel Usage

[View Details](#)



Total Fuel Used
246079.8 gal

TOP FUEL CONSUMERS

FUEL USED

FUEL WASTED

<u>502</u>	5527.5 gal	359.0 gal
<u>578</u>	4663.9 gal	343.4 gal
<u>503</u>	3742.1 gal	295.3 gal
<u>456</u>	3440.0 gal	253.5 gal
<u>430</u>	3403.4 gal	464.4 gal

Fuel Efficiency

[View Details](#)

Avg Efficiency
9.1 MPG



MOST EFFICIENT VEHICLES

EFFICIENCY

<u>652</u>	32.3 MPG
<u>649</u>	32.3 MPG
<u>637</u>	32.2 MPG

2024 District Usage Summary

< Jan 1 → Aug 31 >

Driving Distance

[View Details](#)

Avg Distance Driven
4585.2 mi



TOP VEHICLES	MILES
<u>826</u>	26569.1 mi
<u>502</u>	23763.0 mi
<u>503</u>	21245.3 mi
<u>578</u>	20746.1 mi
<u>592</u>	20204.4 mi

Driving Hours

[View Details](#)

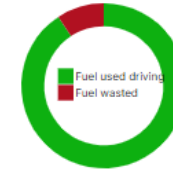
Avg Hours Driven
138.2 h



TOP VEHICLES	HOURS
<u>502</u>	772.5 h
<u>578</u>	753.2 h
<u>826</u>	697.2 h
<u>503</u>	651.6 h
<u>592</u>	550.2 h

Fuel Usage

[View Details](#)



Total Fuel Used
177273.5 gal

TOP FUEL CONSUMERS	FUEL USED	FUEL WASTED
<u>578</u>	3590.2 gal	320.9 gal
<u>502</u>	3554.4 gal	233.4 gal
<u>503</u>	3257.1 gal	273.1 gal
<u>504</u>	2401.5 gal	305.8 gal
<u>822</u>	2082.4 gal	4.1 gal

Fuel Efficiency

[View Details](#)

Avg Efficiency
9.2 MPG



MOST EFFICIENT VEHICLES	EFFICIENCY
<u>806</u>	237.8 MPG
<u>649</u>	33.3 MPG
<u>531</u>	33.2 MPG
<u>852</u>	33.0 MPG
<u>548</u>	33.0 MPG

Fleet Apprenticeship

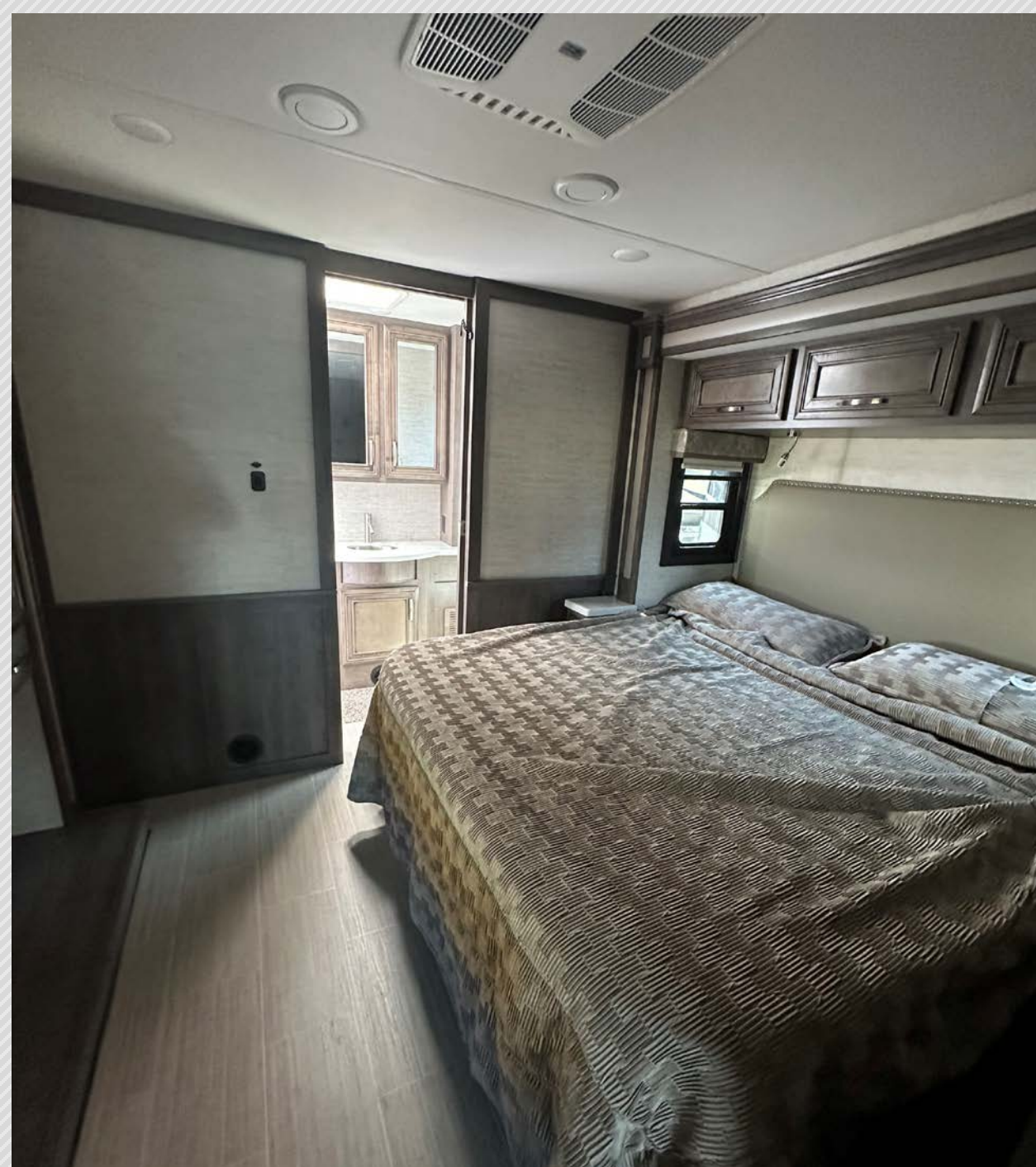
- The Transportation department established a state recognized apprenticeship program in 2023.
- In March of 2024 we hired 2 fleet Trainee positions that will be moving this month to the next step of apprentice, step 1 of the 6 step 3-year program.

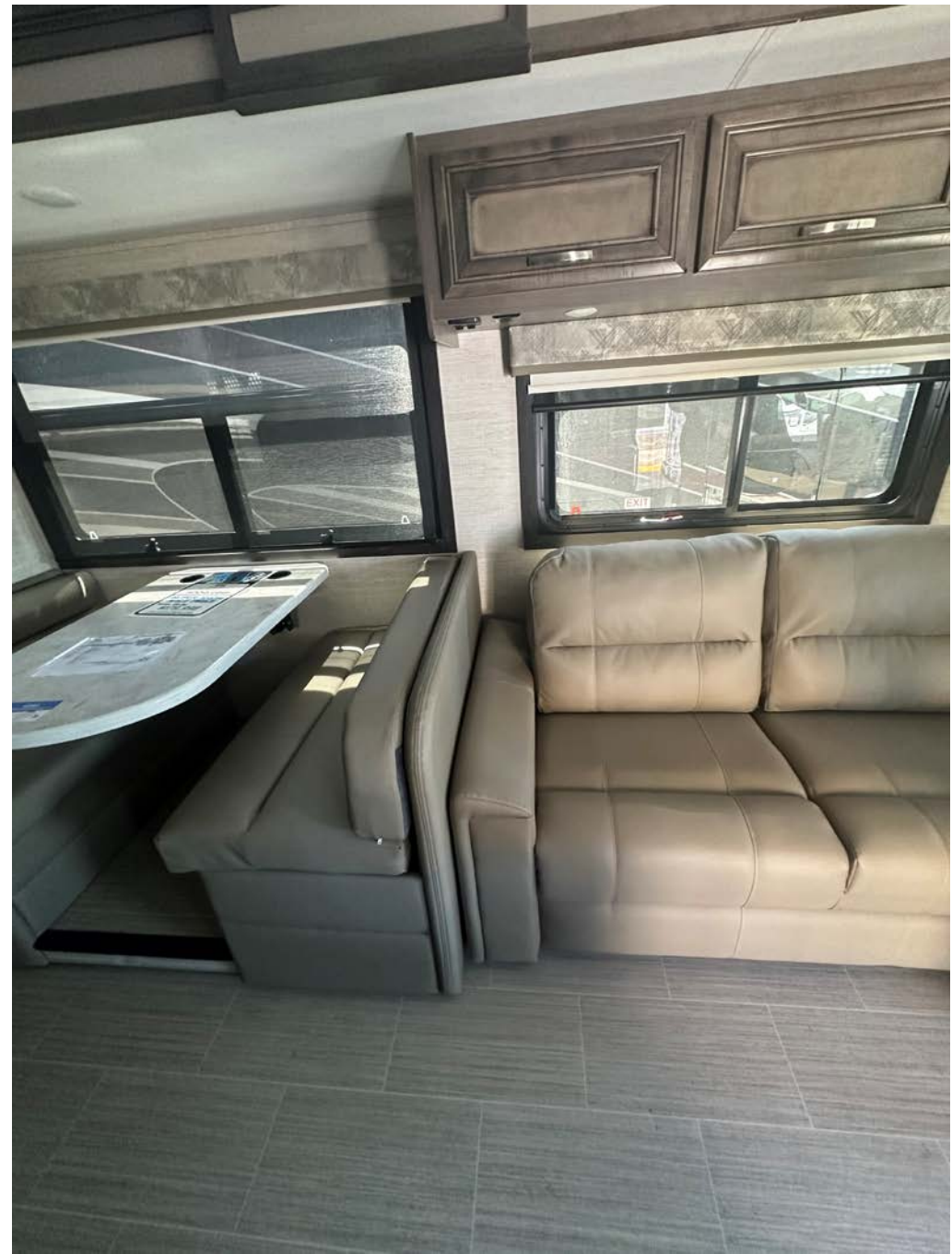
WNDU Replacement Project

- Demolition of the interior
- Removed slide-out and reconstructed the outer wall
- Installed 2 additional doors, one is a wheelchair lift
- Custom display cases
- Will have a full wrap done inside & out



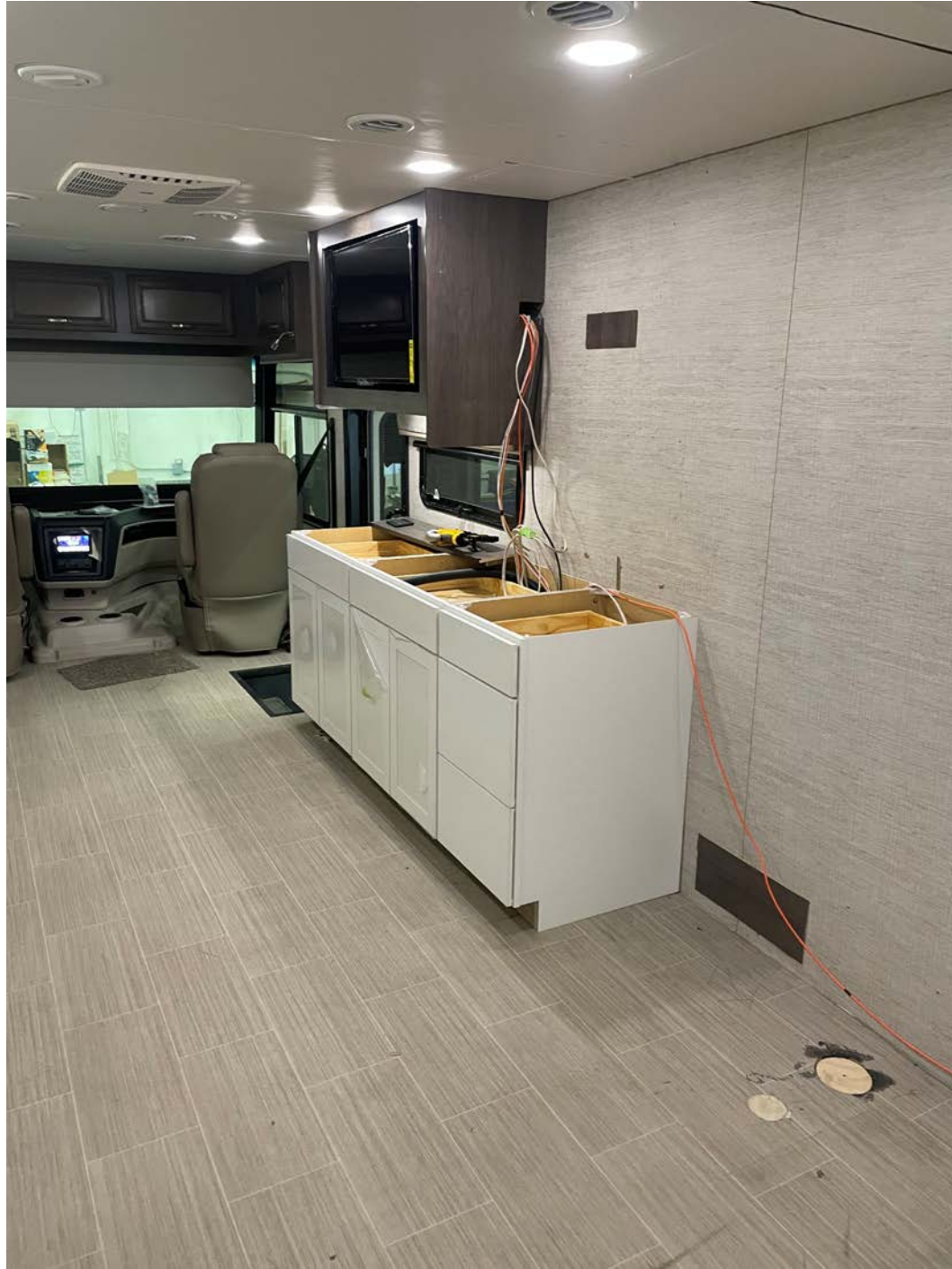
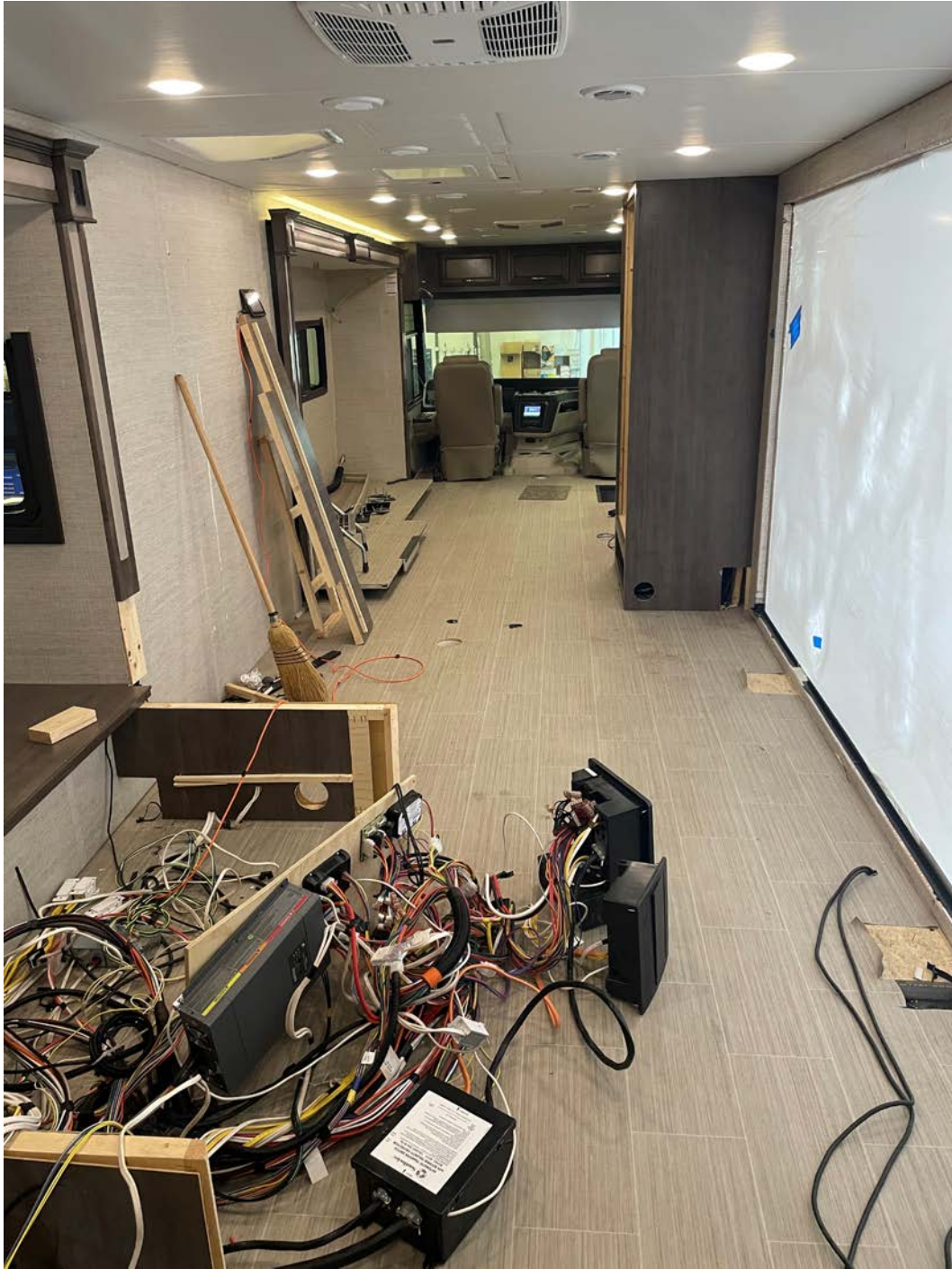
WNDU Before Beginning the Project





Demolition Begins





Installation of 2 Additional Doors







Wheelchair Lift Installation

Custom Display Cases





Ready to Wrap!



Thank You



Powering our way of life.



OPERATIONAL EXCELLENCE

Commission Update
September 2024

Presented by
Chris Roseburg, Senior Manager
Operational Excellence



Powering our way of life.

Today's Topics



Culture and Functions



Executive Summary



Operational Excellence - Strategy Dashboard



Video Showcase: The Standards Hierarchy



Wrap Up

The CAO Culture

We lead with overarching responsibility to



Our employees, contractors and customers.

We embody our organization's values to do what is right for people. We care about people's perspectives and are intentional on how we treat each other.

We manage our work to these priorities:

#1

SAFETY



#2

QUALITY

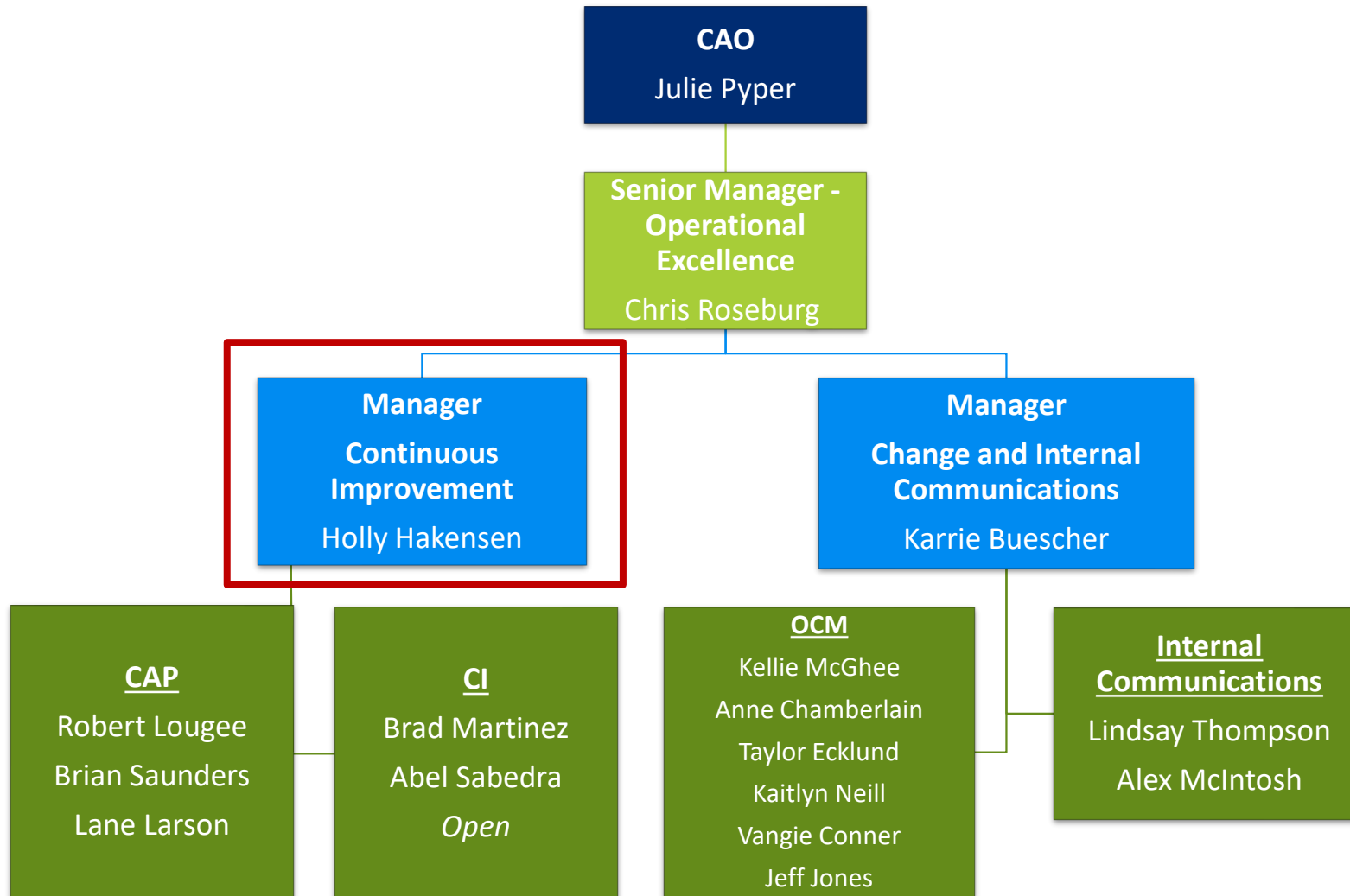


#3

EFFICIENCY



Organizational Structure



Q3 2024 Structure Update:

- **What:** Corrective Action Program and Continuous Improvement departments merged in August 2024 under Holly Hakensen, CI Manager
- **Why:** Aligning complementary business functions to maintain services and improve efficiency with limited headcount

Executive Summary



Highlights

- The Corrective Action Program (CAP) and Continuous Improvement (CI) departments have been successfully merged under the leadership of Holly Hakensen, Manager of CI.
- OCM and CI programs are supporting the discovery and documentation of business processes to support the ERP+ initiative. Over 60 “As-is” business processes have been documented so far.
- CI partnered with OrgDev to standardize and document the processes for the new Apprentice Program and presented the keynote at the Leadership Summit.
- The GM Forum and Working@Grant newsletter are seeing high levels of employee engagement and positive feedback, providing effective channels for employee communications.



Concerns

- Merging CAP and CI will require the manager to split time between the disciplines and to build the new team, which may slow the growth of the two capabilities until it stabilizes.
- Completion of CAP work orders associated with corrective actions continues to be slow, leaving risks potentially unmitigated. CAP will dedicate a resource to work with the business and further develop the Condition Reporting System to improve this metric.
- The volume of requests for assistance from Operational Excellence programs is high and staff is limited, potentially leaving improvement opportunities on the table and suboptimal rollout of business changes possible. Note: OpEx teams are engaged in most of the key initiatives for 2024 and 2025.

Program Strategy Update

CAO Strategy

9/11/2024 6:06:20 PM

Strategic Pillar	Goal	Theme	CAO Group	Individual Accountable
All	All	All	OPEX	All

Alignment of Objectives with District Pillars

Ensuring long-term affordable rates for our core electric customers

90

Sustaining our focus on engaged, empowered & enabled employees

97

Committing to accurate & responsive customer service

0

Developing an intentional power demand strategy

0

Caring for our communities through active engagement

0

STATUS OF OBJECTIVES

123

Not Started

[backlog](#)

21

In Progress

[current work](#) - requires monthly status report

0

On Hold

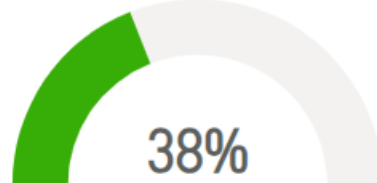
43

Complete

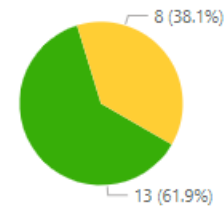
[finished](#)

Condition of Current Work Objectives

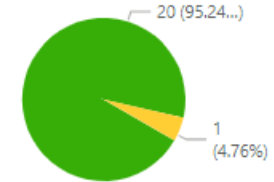
Status Reports Reviewed This Month



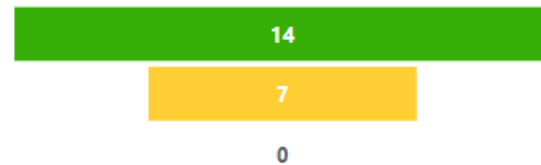
Schedule (Time) Status



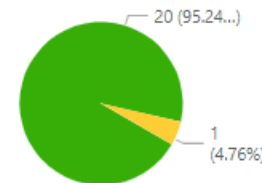
Scope Status



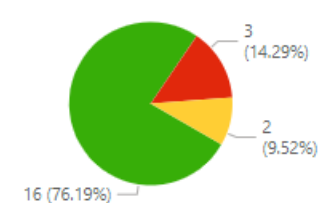
Current Condition



Budget/Cost Status



Resources (People) Status

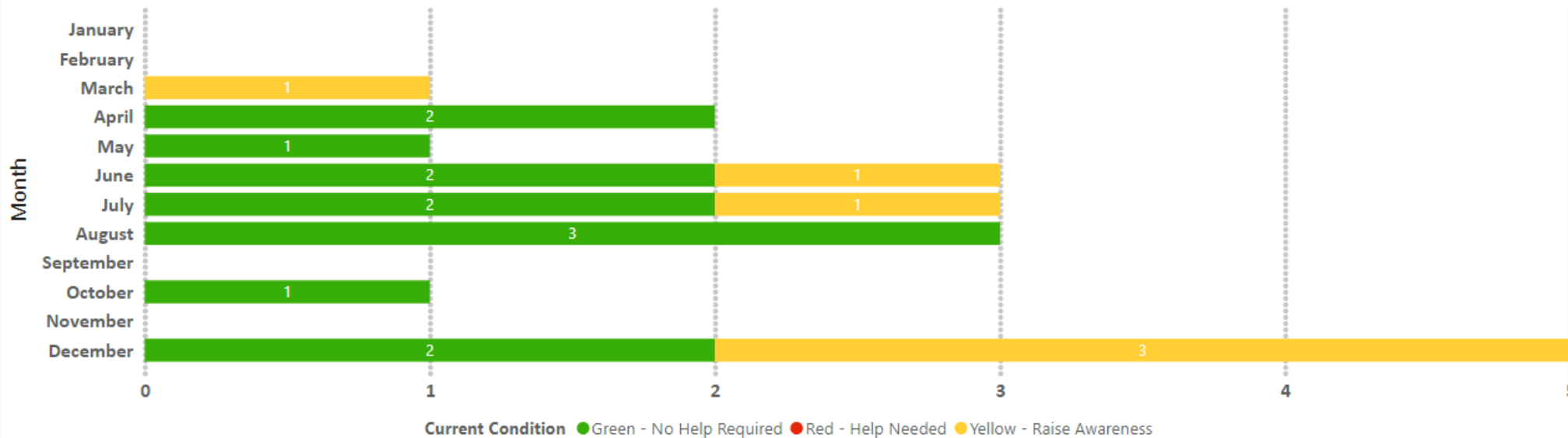


Program Strategy Dashboard

CAO Strategy

Year	Strategic Pillar	Goal	CAO Group	Individual Accountable
2024	All	All	OPEX	All

Current Work Objectives by Expected Completion Month



Q1

Job Description Requirements & Expectations

Q2

Align OE Program with CAO and Grant PUD Objectives
 CAP Feedback Plan
 CI Project Documentation Standards Workbook
 District Wide CI Marketing
 Measurable KPIs

Q3

External CI Industry Network
 Lessen Resistance to CAP Methods
 Power BI Training
 Presentations & Demonstrations
 Reassess OCM Status Reports
 Stakeholder Outreach

Q4

Centralize Location of OCM Status Reports
 Change Management Plan - phase 2
 New Career Paths and Job Descriptions
 Reduce Overdue WO's
 Toolkit for Standard Work

Video Showcase: The Standards Hierarchy

Developed by Holly Hakensen, Manager of Continuous Improvement and Lindsay Thompson, Internal Communications



Powering our way of life.

Background

- Establishing an Agile culture of Operational Excellence and Continuous Improvement requires a company to establish a “new way of working.”
- Leaders and workers need to embrace the new way of working and the methods of improvement to achieve success.
- Operational Excellence is providing methods and guidance to the business to achieve that success.
- One of the foundational tools for success is the establishment of **standards** and **stable processes**.

Purpose of Standards

Standards provide a continuous point of comparison between.....

What *should* be happening.

How do you know?



This defines the gap!

The *gap* is what we act on and where we focus our improvement efforts.

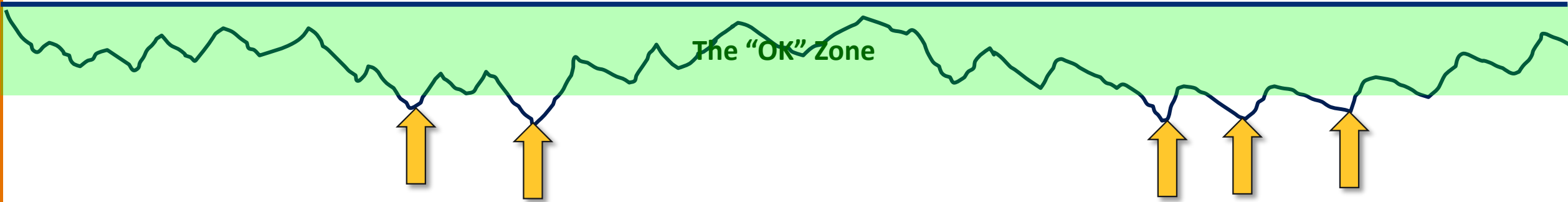
What is *actually* happening.

How can you tell?

The “OK” Zone

The “OK” Zone is the organization’s tolerance for departure from standards. It defines “normal” and “acceptable.”

“Defined Process”



If you want to know what the “OK” Zone looks like, just observe your day-to-day reality.

Without intervention points, an “OK” Zone can quickly grow until standards become so ambiguous, over time they will cease to exist!

The “Oh No!” Zone

“Defined Process”

Systemic Pains:

- Inconsistent outcomes
- Unstable processes
- Chronically overwhelmed
- Divided Attention
- Constantly firefighting

The “Oh No!” Zone

- Safety events
- Difficult to train new employees
- Unable to prioritize work
- High Turnover

The Standards Hierarchy

Grant PUD Continuous Improvement



Powering our way of life.



The “Oh Yeah!” Zone

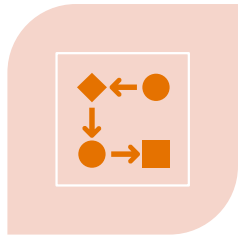
“Defined Process”

The “Oh Yeah!” Zone

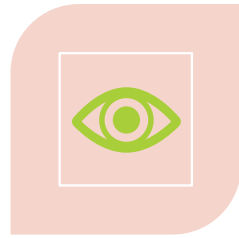
Systemic Gains:

- Stable processes
- Consistent and predictable outcomes
- Enthusiastic leaders
- Engaged staff
- Workforce of the future
- Doing the right things right
- Busy → Outcomes Orientation
- Staff appropriately
- Train effectively
- Plan and prioritize work
- Clear expectations

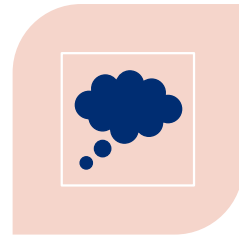
Closing the Gap



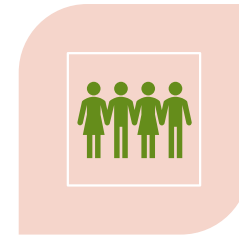
DEFINE THE OUTCOMES
YOU WANT TO ACHIEVE



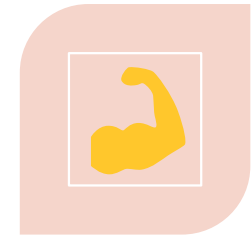
GO AND SEE WHAT IS
ACTUALLY HAPPENING



CURIOSITY OVER
ASSUMPTIONS



ENGAGE WITH YOUR
TEAM ON THE "HOW"



STICK WITH IT!
PDCA

Wrap Up

CI and CAP teams have merged and are now Continuous Improvement

Teams are executing on 50+ projects and initiatives across CAP, CI, and OCM

OpEx teams are directly supporting the majority of the top initiatives for 2024 and 2025

Establishing strong standards and processes is foundational to company success



Powering our way of life.

Appendix



**Supplementary Reference
Information**

Value and Benefits



We advance Grant PUD with these products and services:

- **CHANGE MANAGEMENT** The discipline that guides how we prepare, equip and support individuals to successfully adopt change to drive organizational success and outcomes.
- **INTERNAL COMMUNICATIONS** We facilitate relevant, timely, and transparent communication to enhance the Grant PUD employee experience
- **CONTINUOUS IMPROVEMENT** We provide guidance and coaching to the business on methods and practices to improve and stabilize business processes and outcomes
- **CAUSE ANALYSIS** We collaborate with the business to determine at the underlying reasons why something adverse occurred and recommend corrective actions to prevent recurrence
- **CONDITION REPORTING SYSTEM** Provides employees a mechanism for reporting operational or safety related issues and concerns that is analyzed for correction and utilized for analysis and trending
- **ENGAGE** our employees through seeking their thoughts and expertise on how to manage change, identify and correct errors, and improve our processes
- **ANALYZE** data to improve business performance, identify trends, and celebrate progress
- **DEVELOP** a culture of transparency, teamwork, trust, and empathy to improve business outcomes

Executive Strategy Summary Operational Excellence exists to develop the business capabilities and culture needed to improve and support the safety, quality, efficiency, and success of the District's programs, projects, and operations. It accomplishes this by partnering directly with the business and utilizing leading methods in Change Management and Internal Communications, Continuous Improvement, and a Corrective Action Program to improve and sustain business outcomes.

Time Horizon for Completion: 2024-2025

Top Strategic Initiatives:

1. Execute and sustain program strategies and roadmaps and the management system for all OE departments.
2. Develop CI team skills and methodologies for improving business outcomes and workforce development.
3. Successfully launch the Internal Communications function and integrate it with OCM to improve internal alignment, awareness, and the employee experience.
4. CAP data is used to identify areas of progress and trend business improvement opportunities.

Capability Targeted & Primary Success Indicator:

Capability	Indicator
Corrective Action	Reduce to zero the backlog of A and B cause evaluations older than 6-months by 12/31/24.
Change Management	Establish a method for measuring ADKAR throughout a projects lifecycle and pilot the method on 1 project by 12/31/24.
Continuous Improvement	Implement specific measurable outcome metrics for each CI project in 2024 to ensure objective improvements were achieved.
Internal Communications	Transition of Internal Communications Functions complete by 3/31/24. 3-year Roadmap Complete by 6/30/24.
Strategic Planning	Multi-year roadmaps drive priorities and are updated monthly, with an annual strategy refresh complete by 6/30/24

Key Functions & Responsibilities:

Corrective Action Program – Identify off-normal conditions and return them to the desired state through detailed cause evaluations, corrective actions, and the analysis of aggregated data.
Continuous Improvement – Improve and stabilize business processes and outcomes via application of industry leading CI methodologies.
Internal Communications – Facilitates relevant, timely, and transparent communication to enhance the Grant PUD employee experience.
Organizational Change Management – Improve business outcomes and project success by effectively managing and sustaining the people side of change.

Risks & Dependencies:

1. OE Capabilities require support and accountability from management to realize value.
2. Lack of understanding of OE capabilities and their value can slow adoption.
3. Insufficient OE human resources to accommodate the demand for OE capabilities.

Connection to Strategic Objectives

- Objective 1: Achieve and Maintain a Zero-Incident Workplace**
- a. Ensure rigorous root cause analysis and formal corrective action tracking programs exist.
 - b. Develop a strong “see something, say something” culture.
 - c. Employ a Lean management approach.
- Objective 2: Design and Sustain an Engaging & Fulfilling Grant PUD Culture**
- Objective 3: Maintain a Strong Financial Position**
- a. Increase process & method standardization.
 - b. Achieve cost efficiencies.

Reference Artifacts:

1. [Roadmap Status Dashboard](#)
2. [Operational Excellence SharePoint Site](#)
 - a. [Change and Internal Communications](#)
 - b. [Continuous Improvement](#)
 - c. [Corrective Action Program](#)

Underlying Beliefs & Assumption Considerations:

1. The capabilities of OE are essential for long term success of Grant PUD.
2. Support for OE capabilities and functions at the executive level exists and staffing will be adequate to meet the needs of the organization.
3. Management and staff understand the value of OE and its functions and how to request assistance.
4. OE competencies are essential for leaders to attain.

Strategic Alignment

Operational Excellence programs directly contribute to the success of the following Key Objectives and Strategies in the Grant PUD Strategic Plan:

- **Objective 1: Achieve and Maintain a Zero-Incident Workplace**
 - Ensure rigorous root cause analysis and formal corrective action tracking programs exist
 - Develop a strong “see something, say something” culture
 - Employ a Lean management approach
- **Objective 2: Design and Sustain an Engaging & Fulfilling Grant PUD Culture**
 - Articulate and reinforce our desired leadership culture
- **Objective 3: Maintain a Strong Financial Position**
 - Enhance project prioritization and project selection
 - Increase process & method standardization
 - Achieve cost efficiencies

... and we can support the success of the rest of the Key Objectives through application of our skills and expertise in partnership with the business.

Operational Excellence Functions

Corrective Action Program (CAP)

Identify off-normal conditions and return them to the desired state through detailed cause evaluations, corrective actions, and the analysis of aggregated data.

Continuous Improvement(CI)

Improve and stabilize business processes and outcomes via application of industry leading CI methodologies.

Organizational Change Management (OCM)

Support our employees and customers through effectively managing the people side of change.

Internal Communications

Facilitates relevant, timely, and transparent communication to enhance the Grant PUD employee experience.

We provide support, consulting, and services to the entire District

The Standards Hierarchy



STANDARDS HIERARCHY

1. Is there a clear and defined standard for the outcome?
2. Is there a clear standard for the process that will produce the intended outcome?
3. Are the conditions required for success known and present?
4. Is there consistent execution of the standard process?
5. If the process was followed, were the outcomes as expected?
Then and only then...
6. Does everything work ok, but you want, or need it to be better?
Go back to step 1 and define the new outcome.

[Link to video : 2024.08 Standards Hierarchy - CI.mp4](#)

Determining a New Rate Making Policy

Julio Aguirre, Rates and Pricing Program Manager

September 24th, 2024

Key Proposed Amendments to Rate Making Policy *(cont.)*

Section	Proposed Change	Rationale
Recitals	Preserve and protect the preferential access to PRP power for all core customers	Explicit recognition of Grant PUD rate policy philosophy.
Recitals	Prioritize the affordability of rates for core customers	Explicit recognition of Grant PUD rate policy philosophy.
Recitals	<i>"...at least every two years..."</i>	Rates will be assessed at least every other year. Does not require an automatic rate change.
Section 2	Most advantageous schedule	Grant will make its best efforts to place each retail customer in the most advantageous schedule they qualify for.
Section 3	<i>"...actual or projected..."</i>	Rate reviews can occur using historical or forecasted data as determined by the Commission.
Section 3	<i>"...unless recovered through an alternative rate mechanism..."</i>	Introduce the concept for the use of alternative rate mechanisms.

Key Proposed Amendments to Rate Making Policy *(cont.)*

Section	Proposed Change	Rationale
Section 3	<i>"...Revenue Requirement level that will allow the utility to maintain acceptable financial metrics..."</i>	Recognize potential triggers/goals for rate increases.
Section 3	<i>"...sustain the current and future financial needs while minimizing the overall financing costs for all customers."</i>	Recognize potential triggers/goals for rate increases.
Section 3	<i>"The rate recovery of these revenue requirements shall be referred to as Standard Retail Service."</i>	Introduce the definition of Standard Retail Service, as opposed to alternative rate mechanisms.
Section 4	<i>"...may use historical or forecast data ..."</i>	Rate reviews can occur using historical or forecasted data as recommended by Staff.
Section 4	<i>"...implement rate level changes in small, predictable increases in any given year, as directed by the Commission..."</i>	The Commission establishes the pace for rate increases in any given year.
Section 4	<i>"...staff shall consider the use of traditional ratemaking mechanisms..."</i>	Staff shall use an embedded class cost-of-service study and following industry accepted techniques, principles, and methodologies.
Section 4 (*new*)	<i>"...based upon Grant's PUD's available cost and usage data.."</i>	Use of Grant PUD's specific data

Key Proposed Amendments to Rate Making Policy *(cont.)*

Section	Proposed Change	Rationale
Section 5 <i>(*new*)</i>	<i>“All Standard Retail Service schedules, or any alternative rate recovery mechanisms shall be designed to provide Core Customers with preferential access to the lowest-cost embedded power supply resources from the Priest Rapids Project and from any other future generation resource owned or contracted by Grant PUD to serve retail load.”</i>	Preferential access to core customers shall be recognized for costs recovered through both “standard” mechanisms and “alternative” mechanisms, as determined by the Commission. We anticipate the future use of additional power resources.
Section 5	Definition of Core Load customers	Rate Schedule 1-Residential, Rate Schedule 2-General Service (Small Commercial), Rate Schedule 3-Irrigation, Rate Schedule 3B-Agriculture and Rate Schedule 7-Large General Service .
Section 5	<i>Additionally, all customers’ first 7,300,000 monthly kwh consumption (10 MW x 1,000 x 8,760/12) will be treated likewise, being considered as preferential access. Preferential access shall provide for “first in line” access to Priest Rapids Project power supply.</i>	Removal of Preferential Access for non-core customers. Non-core customers will continue benefiting from PRP with all the energy not used by core-customers.

Key Proposed Amendments to Rate Making Policy *(cont.)*

Section	Proposed Change	Rationale
Section 6	<i>“...level increase approved for any rate class shall be no less than 0.5x of the average total system Revenue Requirement level increase and no more than 2.0x the average total Revenue Requirement level increase approved for that year...”</i>	Revised caps/bands will remain in place to provide customers with stable and predictable rates. Assuming an average of 2% increase per year, no rate class should experience a compound increase of more than ~22% or less than 5%, over a 5-year period.
Section 6 (*new*)	<i>“In a year when no general retail rate increase is put into effect, rates changes may be applied to any rate schedule to advance the rate design as determined by the Commission.”</i>	Rates can be adjusted even when no overall rate increase may be approved in a given year in order to advance the rate design for any particular rate class.
Section 6	<i>“These revenue requirement increases used to assess the impact of a “rate shock” shall not consider any alternative cost recovery mechanism approved by the Commission for any non-core rate class or customer.”</i>	Assessment of “rate shock” will not include the effects of any alternative rate mechanism applied to non-core customers and as approved by the Commission.
Section 7	<i>“...rates...shall be informed by cost-of-service analysis, but they may be adjusted during the approval process to accomplish any societal goals and policies as determined by the Commission.”</i>	Cost-of-service analysis is only one factor taken into consideration when determining rates.

Key Proposed Amendments to Rate Making Policy *(cont.)*

Section	Proposed Change	Rationale
Section 8	<i>“...may take into consideration load growth, business sustainability, cost to serve, potential fuel costs, new regulatory requirements, business risk ...”</i>	Rate making process may take into account other factors when determining rates.
Section 9	<i>“At least every two years, staff will analyze and compare the existing rates and cost recovery levels and the estimated cost to serve each of the rate schedules...”</i>	Confirm frequency for the assessment of costs that may warrant a rate review process.
Section 9	<i>“By December 31, 2024, the rat schedules may be designed such that the differential between the estimated “cost to serve” and the “expected class recovery”... may not exceed +15%/-20%.”</i>	The Commission will have latitude to determine any rate trajectories and/or changes to any longer-term goals as they see fit. Rate stability and predictability are still addressed in Section 6.

Key Proposed Amendments to Rate Making Policy *(cont.)*

Section	Proposed Change	Rationale
Section 10	<i>"...the largest benefit to Rate Schedule 1-Residential, Rate Schedule 3-Irrigation and Rate Schedule 3B-Agriculture."</i>	Prioritization of specific electric end uses that will receive the largest revenue-cost benefit among the core customer classes
Section 11	<i>"...alternative revenue recovery options such as rate contracts or usage caps...for non-core customers where there is a significant risk of stranded costs to be borne by the core customers..."</i>	Allowing for rate structures or cost recovery mechanisms to ensure that non-core customers pay for the cost of any new or incremental assets necessary to provide them with electric service.
Section 11 (*new*)	<i>"and have no net negative impact on Core Customers."</i>	Language added at the request of Commissioner Tom Flint.
Section 12	<i>"...establishing a cap or limit on the amount of power, measured in MVA, supplied to any large non-core customer through the standard retail service..."</i>	The Commission may establish a maximum power supply to any particular non-core customer that is served and recovered through the "standard" or traditional retail service (i.e., existing base tariff).
All document (*new*)	Removed the term: <i>non-traditional</i> from previous version.	Add clarity to the terminology.

Key Proposed Amendments to Rate Making Policy *(cont.)*

RESOLUTION NO. 9039XXXX

A RESOLUTION SUPERSEDING RESOLUTION NO. 8768-9039 AND
SETTING RATE POLICY

WHEREAS, Public Utility District No. 2 of Grant County, Washington (Grant PUD) is authorized to regulate and control the use, distribution, rates, service, charges, and price of electric energy pursuant to RCW 54.16.040.

WHEREAS, Grant PUD's Board of Commissioners have the sole authority and responsibility to set electric rates.

WHEREAS, the Priest Rapids Project (PRP) was built by Grant PUD to benefit the citizens of the county.

WHEREAS, Grant County PUD electric retail rates shall be designed to preserve and protect the preferential access to the PRP power for all core customers.

WHEREAS, as a customer-owned public power utility, Grant PUD shall prioritize the affordability of its rates for its core customers.

WHEREAS, the amount of PRP generation available for use in Grant County, Washington is limited.

WHEREAS, Resolution No. 8768-9039 that was approved May-December 12th, 201523 previously had set components of rate policy.

NOW, THEREFORE, BE IT RESOLVED by the Commission of Public Utility District No. 2 of Grant County, Washington that Grant PUD's staff is hereby directed to prepare and present draft retail electric rate schedules for the Commission's consideration at least every two years in accordance with the following principles and objectives:

Section 1. Rate schedules shall comply with all applicable laws and regulations.

Key Proposed Amendments to Rate Making Policy *(cont.)*

Section 2. Rate schedules shall be straightforward and understandable by customers and staff. Grant PUD staff will make their best efforts to place each retail customer in the most advantageous schedule they qualify for at the time retail service is established or at the customers' request.

Section 3. Combined total of all rate schedules shall capture all actual or projected electric retail costs borne by Grant PUD for each corresponding Test Period as reflected in the corresponding cost-of-service study and/or annual budget process, unless recovered through an alternative ~~or non-traditional~~ rate mechanism. The recovery of the electric retail costs shall target a Revenue Requirement level that will allow the utility to maintain acceptable financial metrics that can sustain the current and future financial needs while minimizing the overall financing costs for all ~~support~~ customers. The rate recovery of these revenue requirements shall be referred to as Standard Retail Service.

Section 4. For the determination of the Standard Retail Service, Grant PUD may ~~shall use~~ historical or forecast data to determine its annual Revenue Requirements as recommended by staff in advance and it shall plan to implement rate level changes in small, predictable increases in any given year, as directed

by the Commission. In determining the annual Revenue Requirements, staff shall consider the use of traditional ratemaking mechanisms, such as the use of an embedded class cost-of-service study based upon Grant PUD's available cost and usage data and follow industry accepted techniques, principles, and methodologies for the allocation of costs.

Section 5. All ~~Rate~~ Standard Retail Service schedules, or any alternative rate recovery mechanisms shall be designed to provide ~~for~~ Core Customers with preferential access to the lowest cost embedded power supply resources from the Priest Rapids Project in place as of the year 2013 and from any other future generation resource owned or contracted by Grant PUD to serve retail load. Core Customers shall be defined as all retail customers taking service under: Rate Schedule 1-Residential, Rate Schedule 2-General Service (Small Commercial), Rate Schedule 3-Irrigation, Rate Schedule 3B-Agriculture and Rate Schedule 7-Large General Service (Large Commercial) customers. Additionally, all customers' first 7,300,000 monthly kwh consumption (10 MW x 1,000 x 8,760/12) will be treated likewise; being considered as preferential access. Preferential access shall provide for "first in line" access to Priest Rapids Project power supply.

Key Proposed Amendments to Rate Making Policy *(cont.)*

Section 6. Proposed Changes in for any rate schedules retail rates as described in Section 3 above should be designed to limit the impact to customers due to a substantial structure change, aka “rate shock”. In any given year, Rate class specific limits set at not less than 0.25x the the average total Revenue Requirement level increase approved for any rate class shall be no less than 0.5x of the average total system Revenue Requirement level increase and not more than 2.50x the average total Revenue Requirement level increase on an annual increase basis approved for that year. In a year that when no general retail rate increase is put into effect, no increase will rates changes may be applied to any rate schedule to advance the rate design as determined by the Commission. The revenue requirement increases used to assess the impact of “rate shock” shall not consider the effects of any alternative or non-traditional cost recovery mechanism approved by the Commission for any non-core rate class or customer.

Section 7. The determination of each R rate class Revenue Requirement and the resulting rates shall be guided informed by cost-of-service analysis, but they may be adjusted during the approval process to accomplish any societal goals and policies as determined by the Commission. The cost-of-service analysis shall be only one factor taken into consideration by the Commission when determining rates.

Section 8. Rate schedules shall be set by Commission directive and may take into consideration load growth, business sustainability, cost to serve, potential fuel costs, new regulatory requirements, business risk as well as other factors. The Commission has discretionary authority in setting rate components for all retail schedules and meeting the overall revenue requirements.

Section 9. At least every two years, staff will analyze and compare the existing rates and cost recovery levels and the estimated cost to serve each of the rate schedules and present this information to the Commission for their review as part of the annual budget approval process. By December 31, 2024, the rate schedules may be designed such that the differential between the estimated “cost to serve” and the “expected class revenue recovery” for each Rate Class may not exceed +15%/ -20.0%. Annually the long term plan The Commission will be evaluated and, if appropriate, updated to stay on adjust the existing rates course to meet their established targets / policies.

Key Proposed Amendments to Rate Making Policy *(cont.)*

Section 10. ~~Any Rate targets adjustments as established in Section 9 above to meet Commission's goals and policies shall be solved to allow the greatest economic benefit to the among core customers as defined in Section 5 above and to first allocate the largest negative revenue to cost differential to those~~

~~classes that represent the largest population of the rate base, served under Rate Schedule 1- Residential, and Rate Schedule 3-Irrigation and Rate Schedule 3B- Agriculture. These schedules shall receive the largest revenue-cost benefit among the core customer classes at 20%. General Service (Small Commercial) and Large General Service (Large Commercial) shall be allocated any remaining economic benefit.~~

Section 11. Grant PUD shall ~~explore~~ utilize alternative ~~or non-traditional~~ revenue recovery options such as rate contracts or usage caps as discussed in Section 12 below, for non-core customers where there is a significant risk of stranded costs to be borne by the core customers, for new or incremental distribution, transmission or generation assets or expenses, when potential for District benefit may exist. Any rate structures or cost recovery mechanisms approved for this purpose will ensure that non-core customers pay their share of any new or incremental costs necessary to provide them with electric service and have no net negative impact on Core Customers.

Section 12. Grant PUD may consider establishing a cap or limit on the amount of power, measured in MVA, supplied to any large non-core customer through the applicable Standard Retail Service schedule. Grant PUD shall establish the necessary alternative rates or mechanisms to recover the cost of providing electric service in excess of the maximum allowed capacity. The cost assigned and recovered through these alternative mechanisms shall be excluded from the determination of the rate increases described in Section 6 above.

Section 12. A separate rate design protocol document will be developed and serve as guidance on inter-class design goals and criteria.

Commission Comments & Direction



Powering our way of life.

Contract 430-11445C Cornforth Consultants Change Order 3

September 24, 2024

Logan Castle – Civil and Dam Safety Engineer

Zach Ruby – Chief Dam Safety Engineer

Rebecca Simpson – Civil and Dam Safety Engineering Manager



Agenda

- Contract History and Background
- Proposed Change Order
- Planned Tasks
- Justification

Contract History and Background

- Cornforth Consultants was awarded Professional Engineering Services Contract 430-11445C in March of 2023
- Cornforth Consultants has provided top-tier geotechnical-related engineering services to Dam Safety since 2017
- Cornforth's performance and quality exceeds services received by other Engineering Contractors

Contract History and Background

- Cornforth Consultants has a strong history of performance and quality supporting various complex dam safety engineering projects:
 - Wanapum Left Embankment Seismic Risk Analysis
 - Priest Rapids Dam 2024 FERC Part 12 L2RA Subject Matter Expert
 - Development of Priest Rapids Left Embankment Drilling Program Plan
 - Wanapum Right Embankment Geotechnical Data Summary
 - Various Embankment Stability and Filter Analysis

Proposed Change Order

- Change Order 3 will add \$1,900,000 to Cornforth's Contract
- Provide funding for tasks planned through the remainder of the Contract duration (12/31/2027)
 - Increased scope to ongoing and planned tasks since the original Contract Amount was estimated
 - New Tasks assigned to Cornforth to support Dam Safety compliance with FERC D2SI

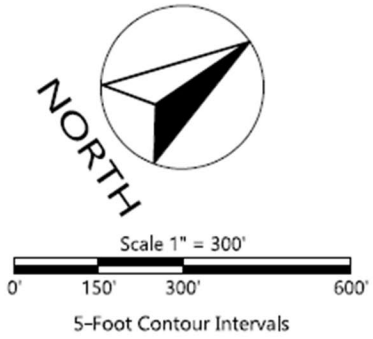
Planned Tasks

- Completion of Wanapum Left Embankment Seismic Risk Analysis (2025)
 - Significant effort associated with complex numerical modeling is near completion
 - Report Writing Associated with Fragility Analysis
 - Dam Safety Case

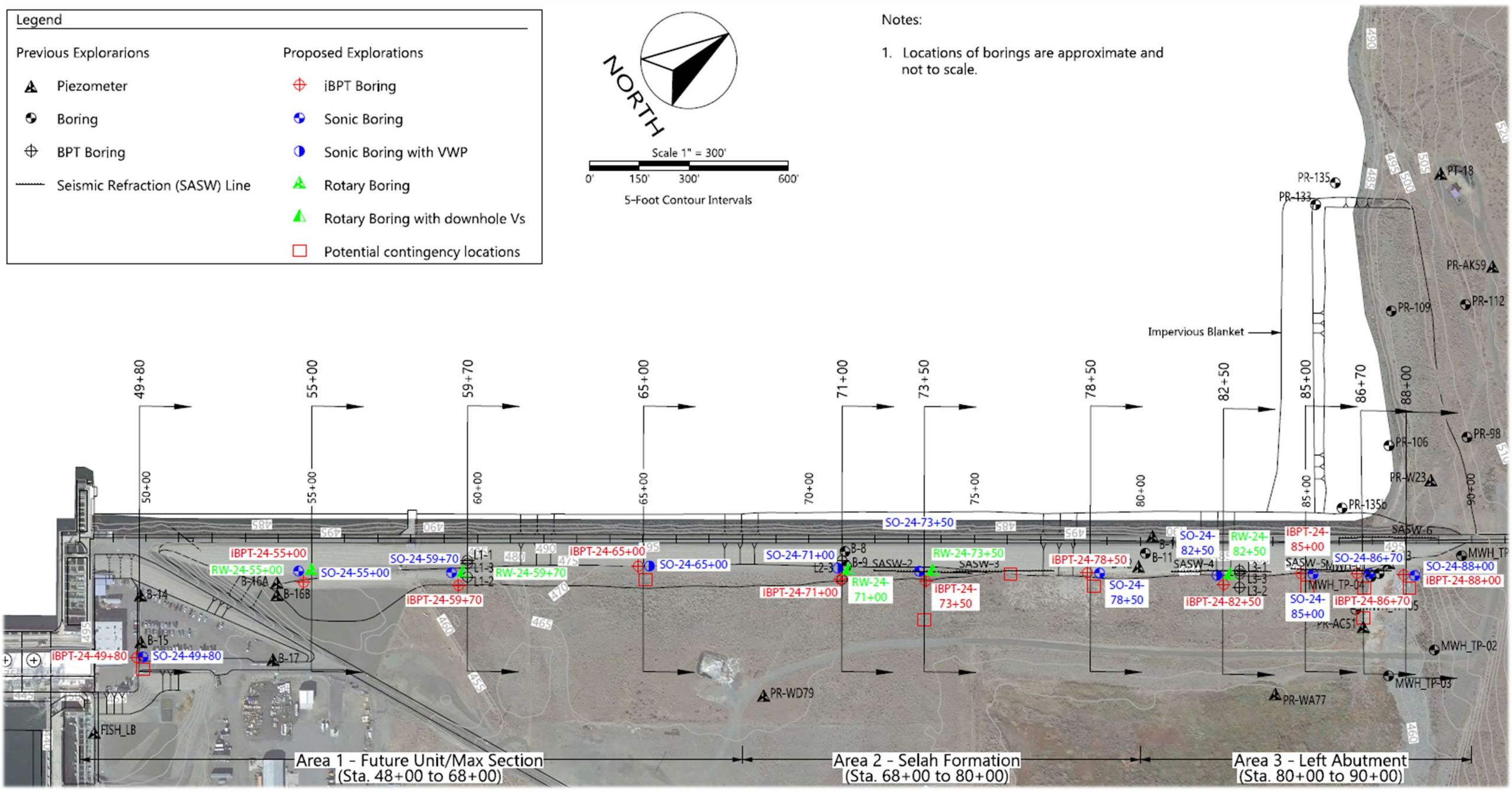
Planned Tasks

- Execution of Priest Rapids Left Embankment Drilling Program Plan (2025)
 - Size of Drilling Program Plan has increased since early estimates as a result of Board of Consultant (BOC) recommendations
 - Geotechnical Field Engineering Oversight of Drilling Operations per FERC approved Drilling Program Plan
 - Field Sample Logging and Handling
 - Laboratory Sample Testing
 - Data Report
- Updated Stability Analysis of Priest Rapids Left Embankment with Drilling Program Results (2025/2026)

Legend	
Previous Explorations	Proposed Explorations
Piezometer	iBPT Boring
Boring	Sonic Boring
BPT Boring	Sonic Boring with VWP
Seismic Refraction (SASW) Line	Rotary Boring
	Rotary Boring with downhole Vs
	Potential contingency locations



Notes:
 1. Locations of borings are approximate and not to scale.



Area 1 - Future Unit/Max Section
(Sta. 48+00 to 68+00)

Area 2 - Selah Formation
(Sta. 68+00 to 80+00)

Area 3 - Left Abutment
(Sta. 80+00 to 90+00)

Planned Tasks

- 2026 Wanapum Dam FERC Part 12 Periodic Inspection (2025/2026)
 - Complex Geotechnical Issues at Wanapum Dam
- Development of Wanapum Right Embankment Drilling Program Plan (2027)
 - Board of Consultant (BOC) Recommendation
 - Next Step of Geotechnical Data Summary Prepared by Cornforth
- Tasks Supporting Various Other Dam Safety O&M Tasks:
 - FERC Part 12 Inspection Findings and Recommendations
 - Dam Safety Surveillance and Monitoring Support

Justification

- FERC Compliance and Good Standing
- Performance and High-Quality Services
- Continuation of Ongoing Work
- Most Familiar for Planned Tasks
- Best Value

Questions?

